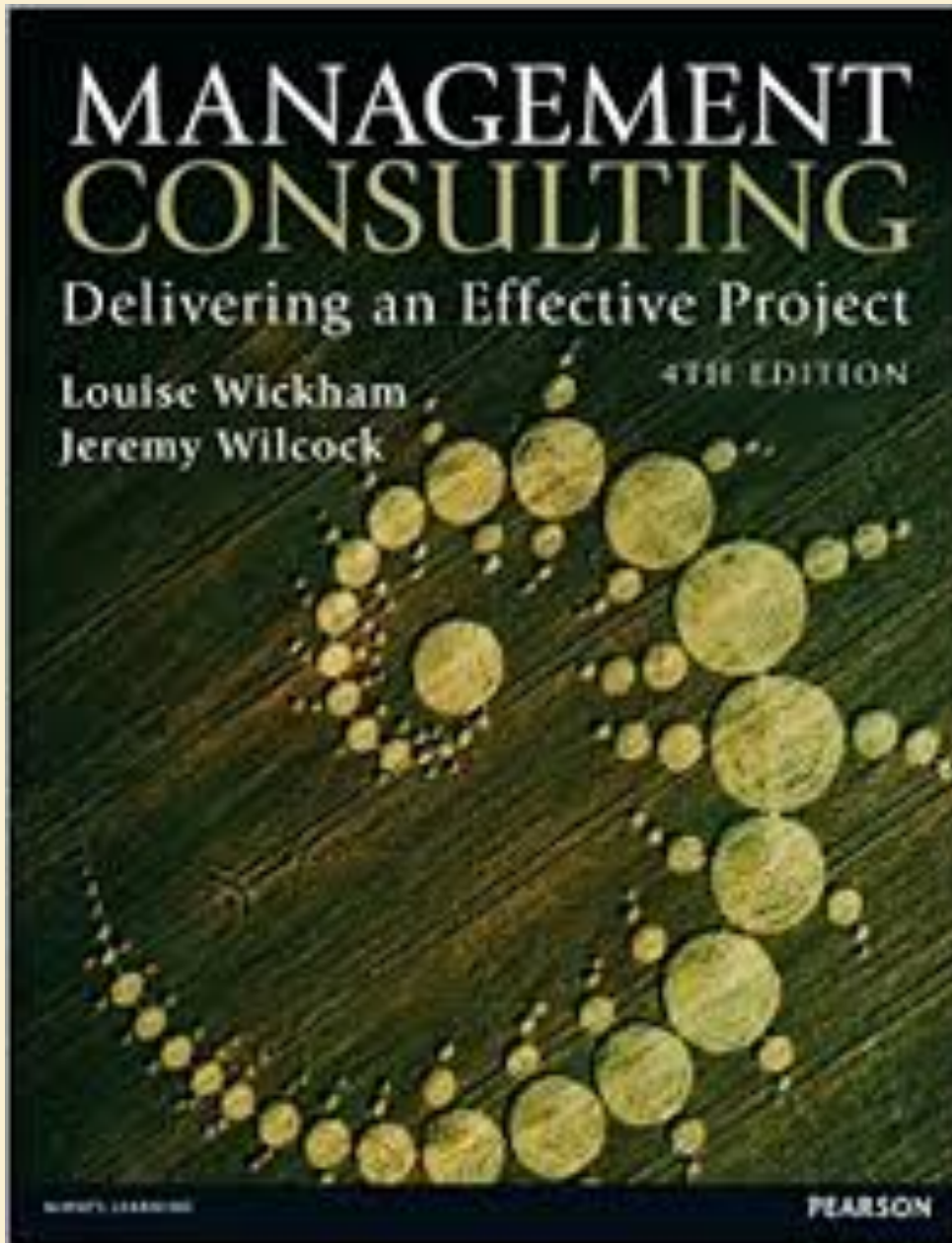


MANAGEMENT CONSULTING

Delivering an Effective Project

Louise Wickham
Jeremy Wilcock

4TH EDITION



Part One

Management consulting in context and how it adds value

Chapter 1

The nature of management consulting and how it adds value

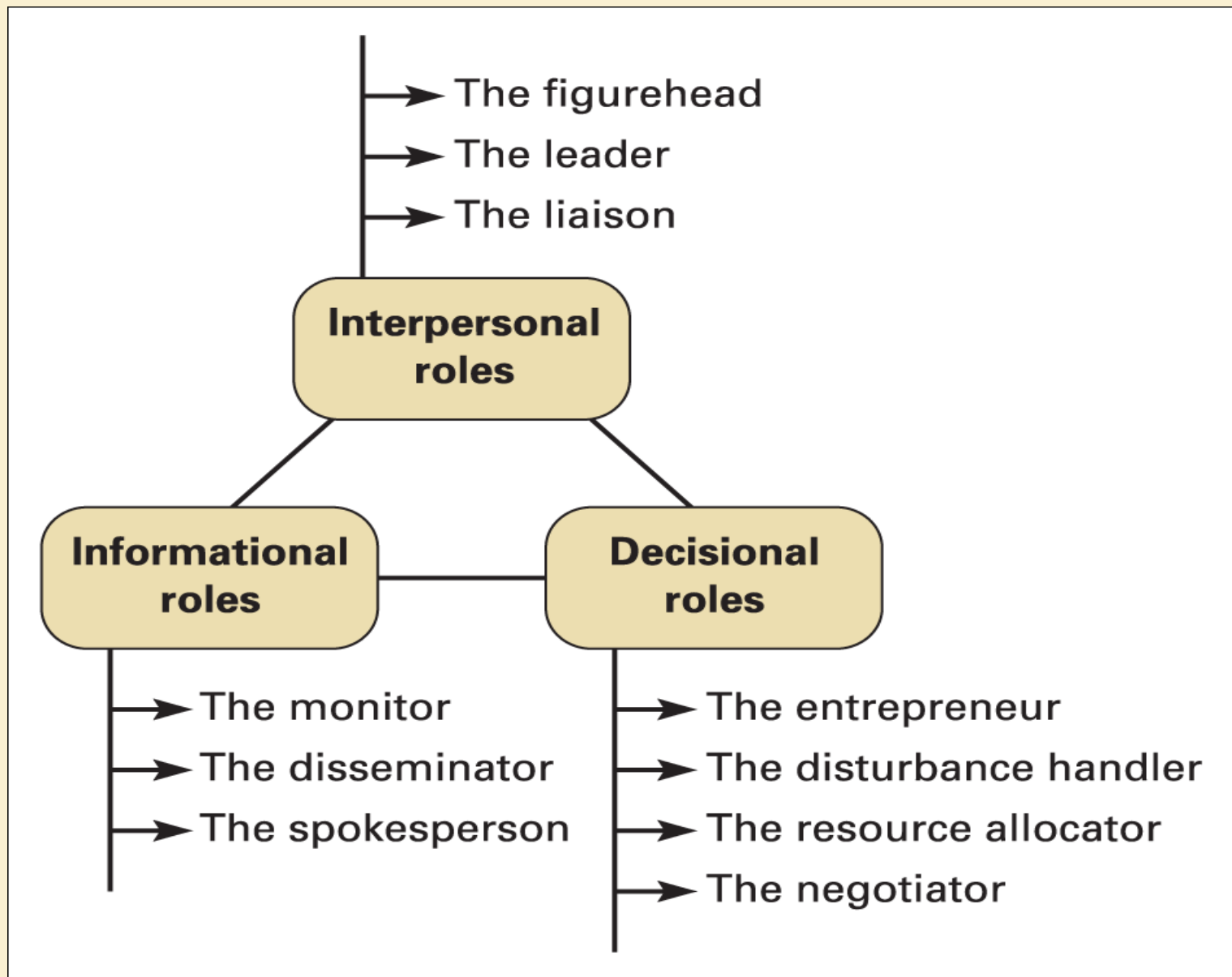


Figure 1.1 The managerial role profile

Chapter 2

Consulting: the wider context and consulting process

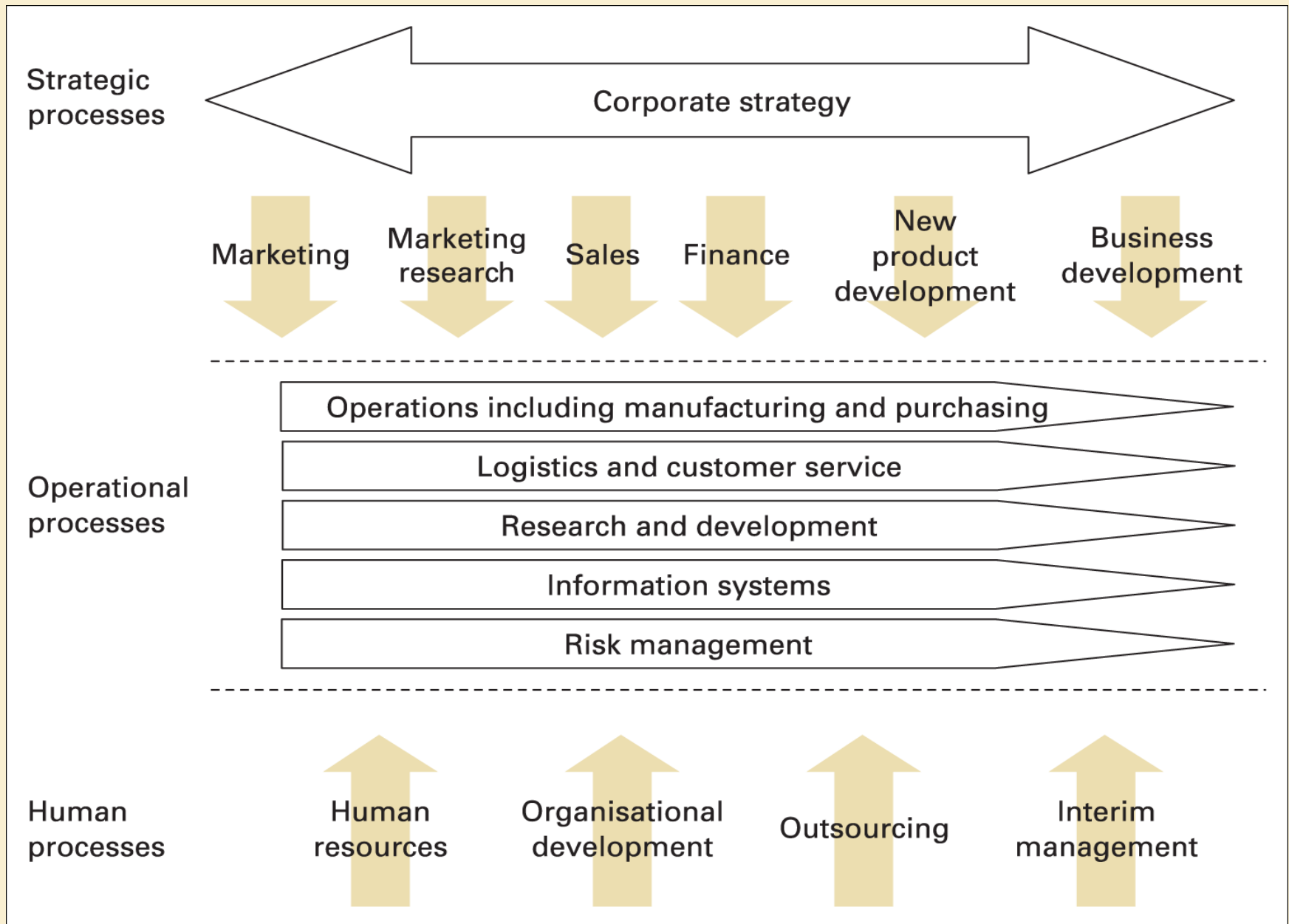


Figure 2.1 Firm's main processes

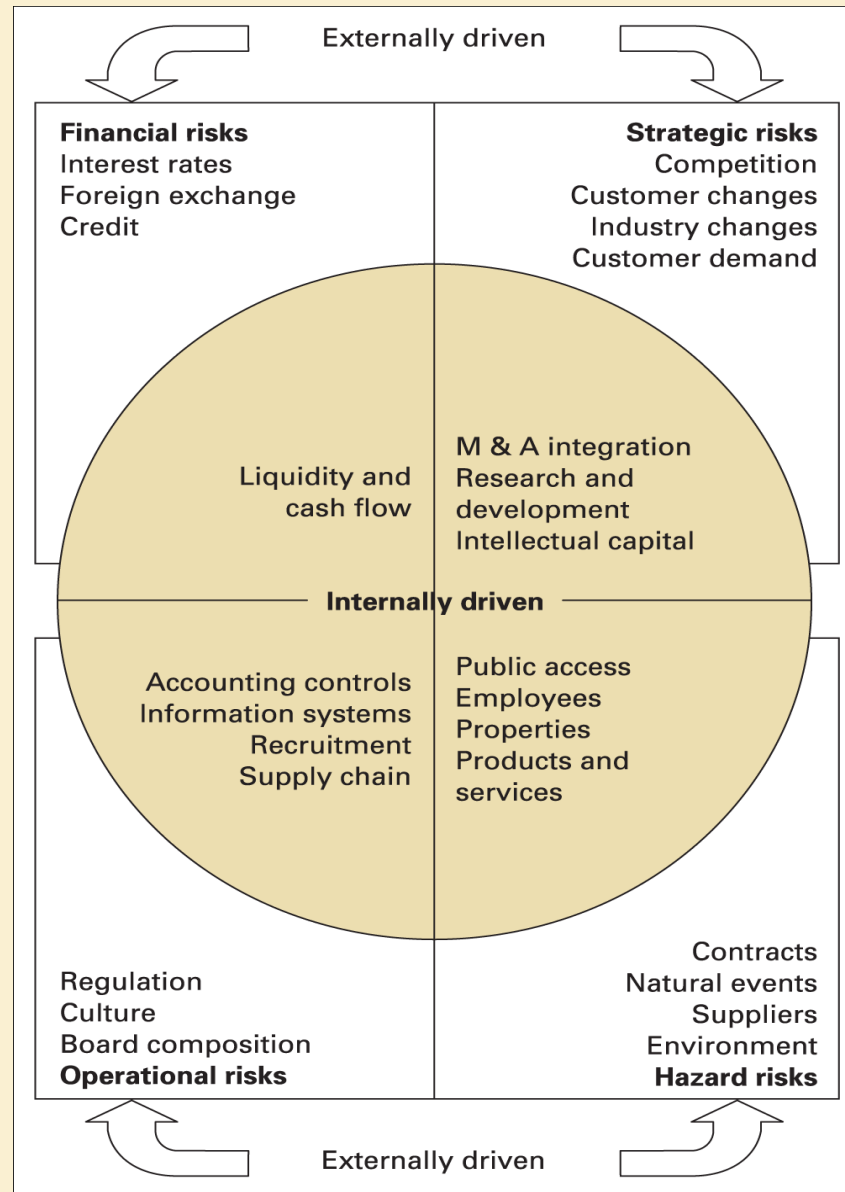


Figure 2.2 Examples of the drivers for key risks

Source: The Institute of Risk Management. *A Risk Management Standard* © AIRMIC, ALARM, IRM 2002. Reproduced with permission.

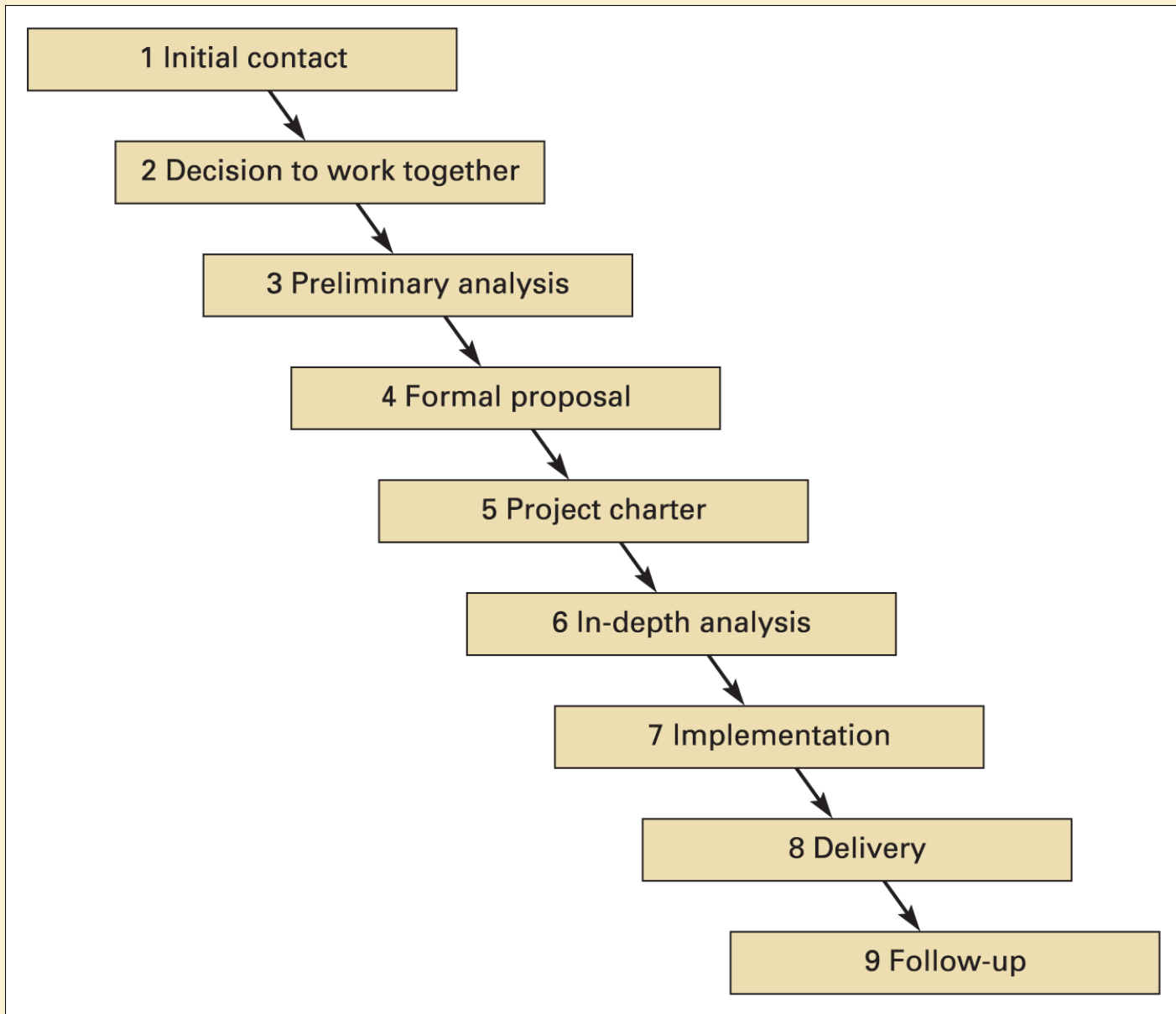


Figure 2.3 Consulting process

Chapter 3

The skills of the consultant and the project proposal

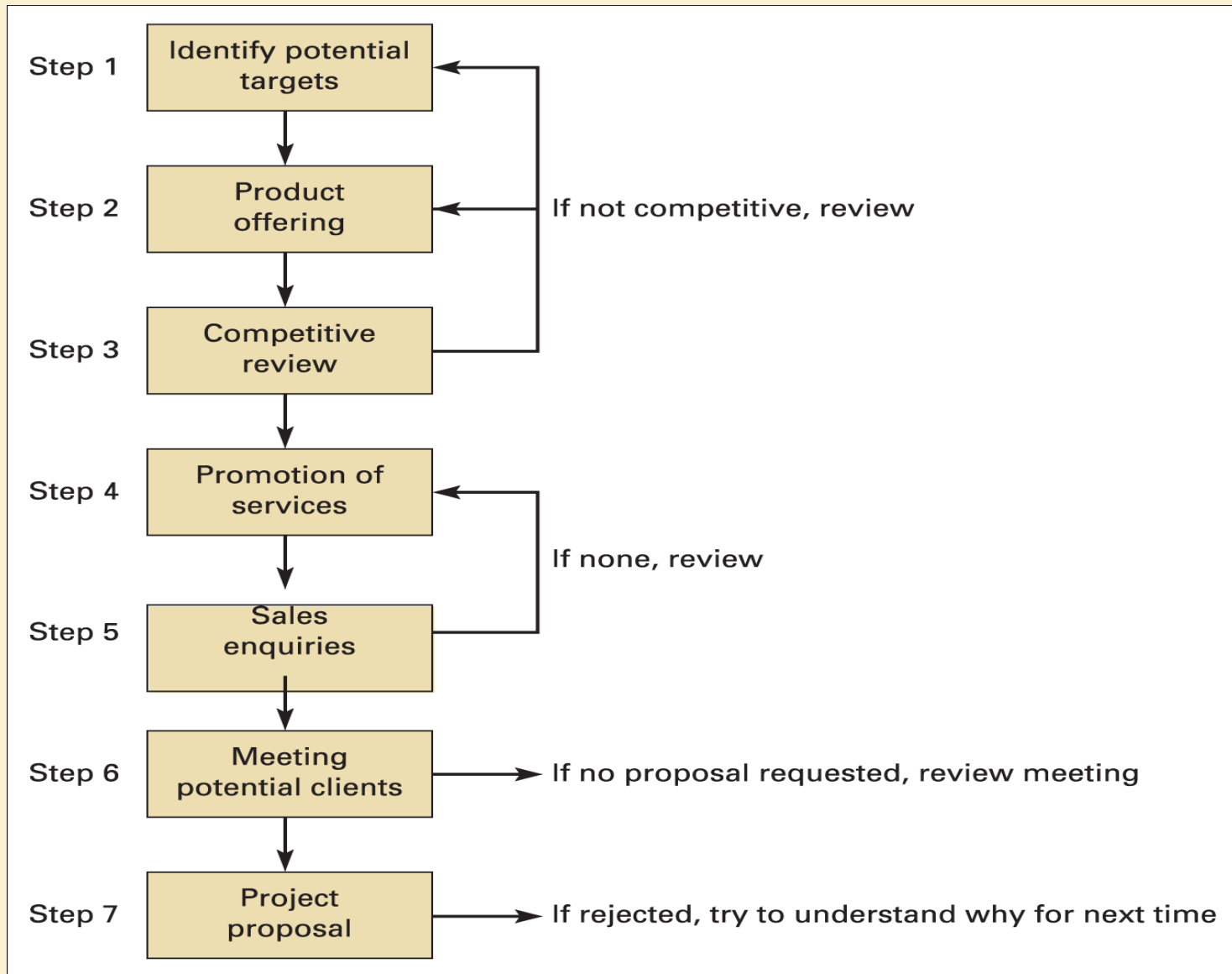


Figure 3.1 The selling process

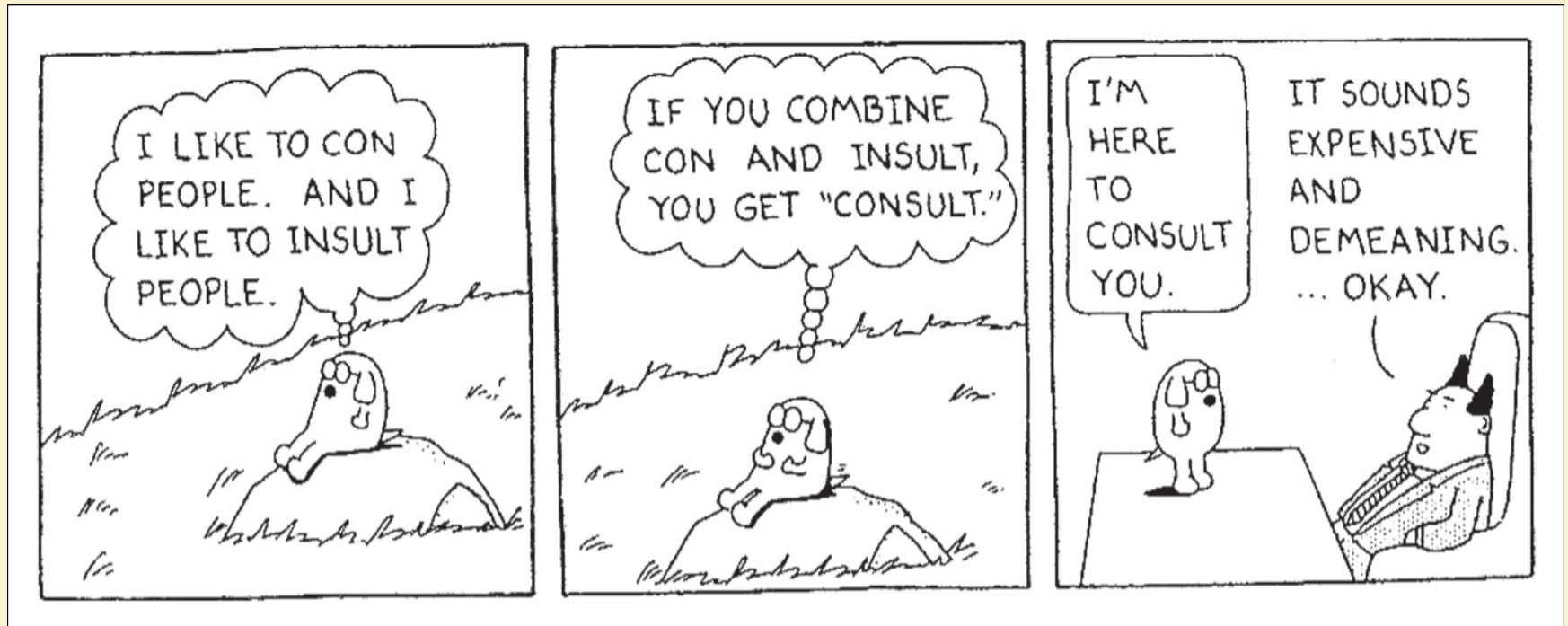


Figure 3.2 The consultant must always convince the client that the service on offer is of real value!

Source: Copyright © Scott Adams, Inc./Dist by UFS, Inc. Reproduced by permission.

Chapter 4

Consulting across borders and cultures

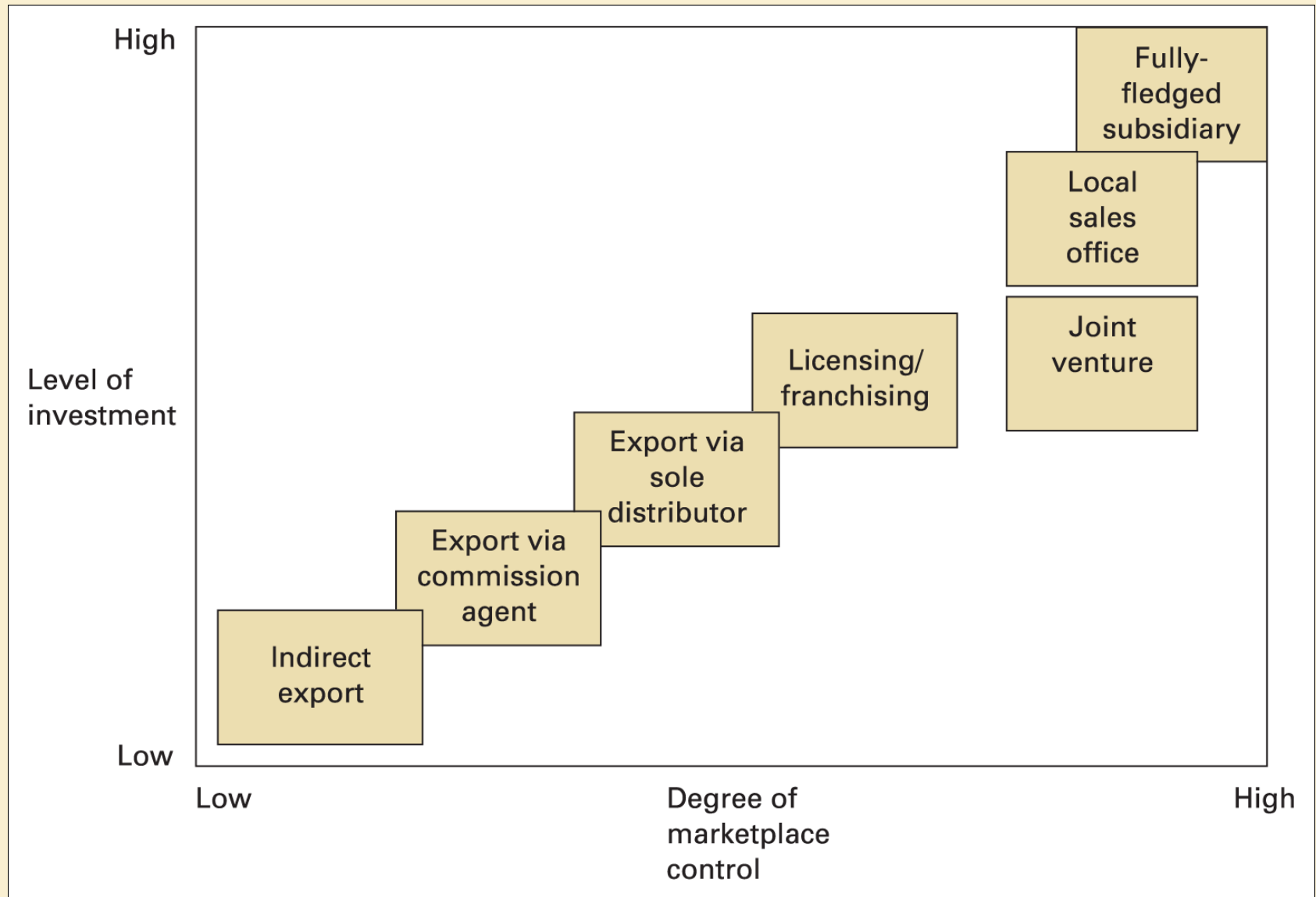


Figure 4.1 Correlation between investment and control

	Do Not Change Product	Adapt Product	Develop New Product
Do Not Change Promotion	Straight Extension	Product Adaptation	Product Invention
Adapt Promotion	Communication Adaptation	Dual Adaptation	

Figure 4.2 Keegan's five international product and promotion strategies

Source: Kotler, Philip, *Marketing Management*, 11th ed., Prentice Hall © 2003, p. 395. Reprinted and electronically produced by permission of Pearson Education, Inc., Upper Saddle River, New Jersey.

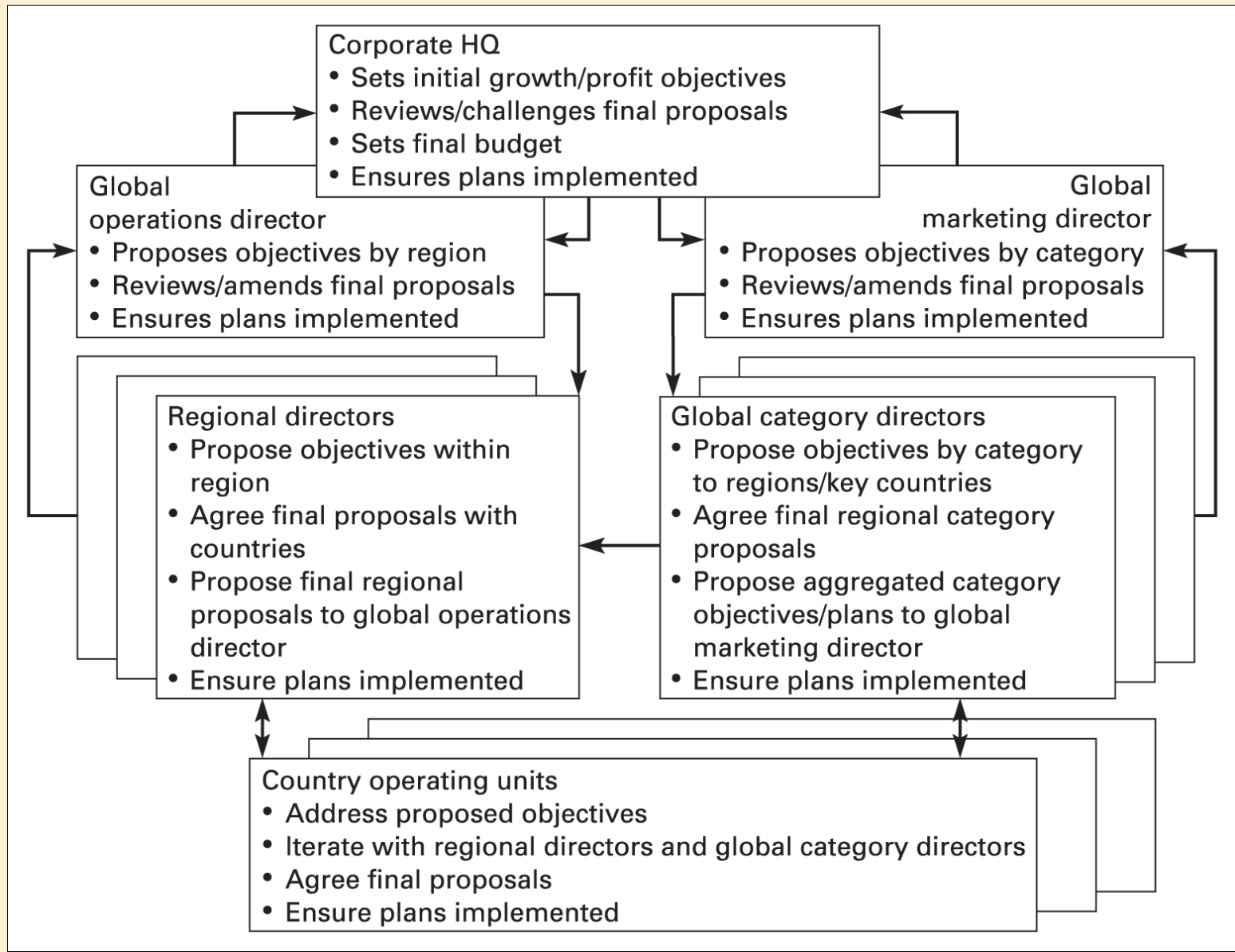


Figure 4.3 A global marketing planning 'loop'

Part Two

Project evaluation and analysis

Chapter 5

Defining the destination, developing a strategy and understanding change

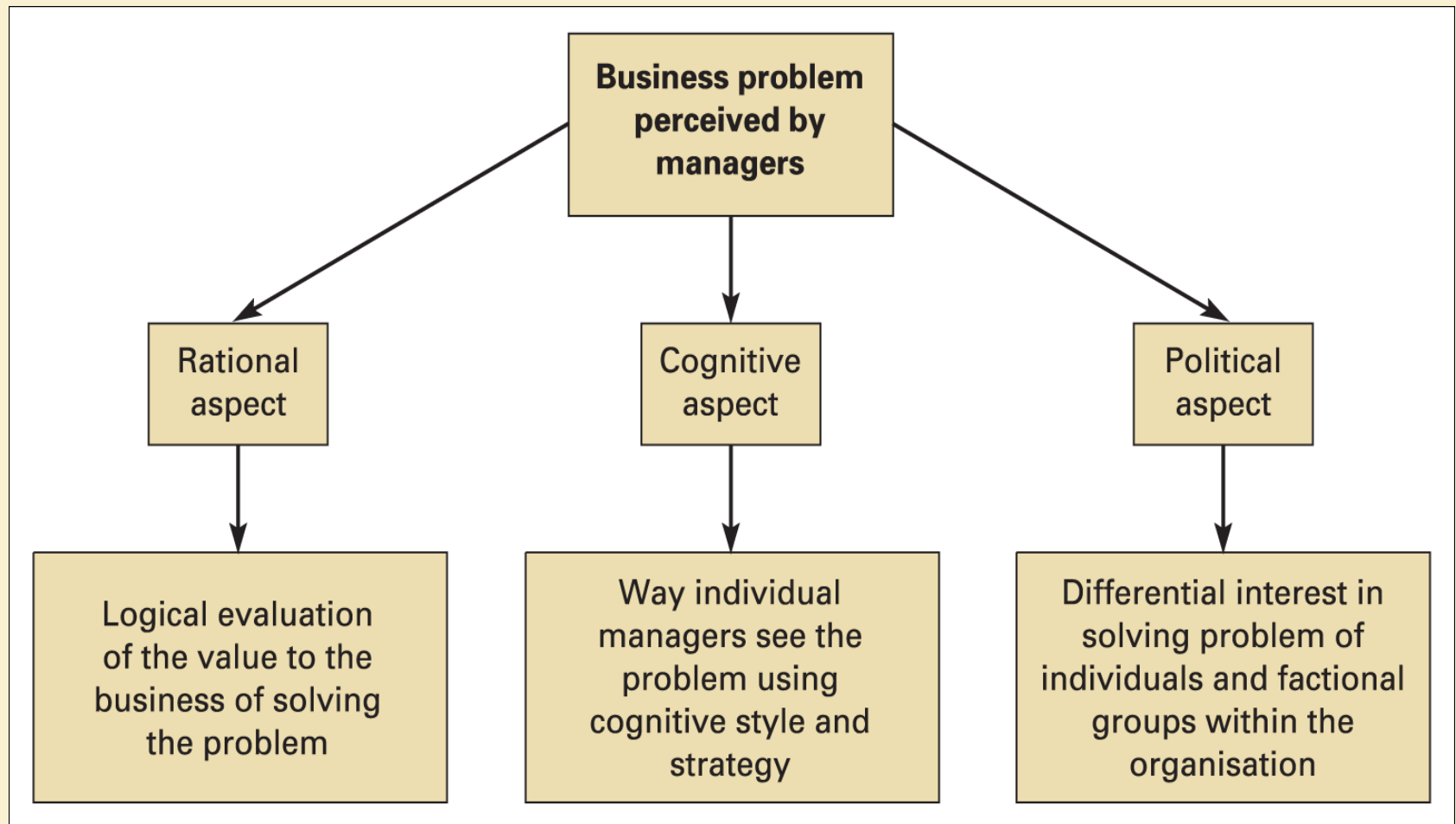


Figure 5.1 The facets of a business problem

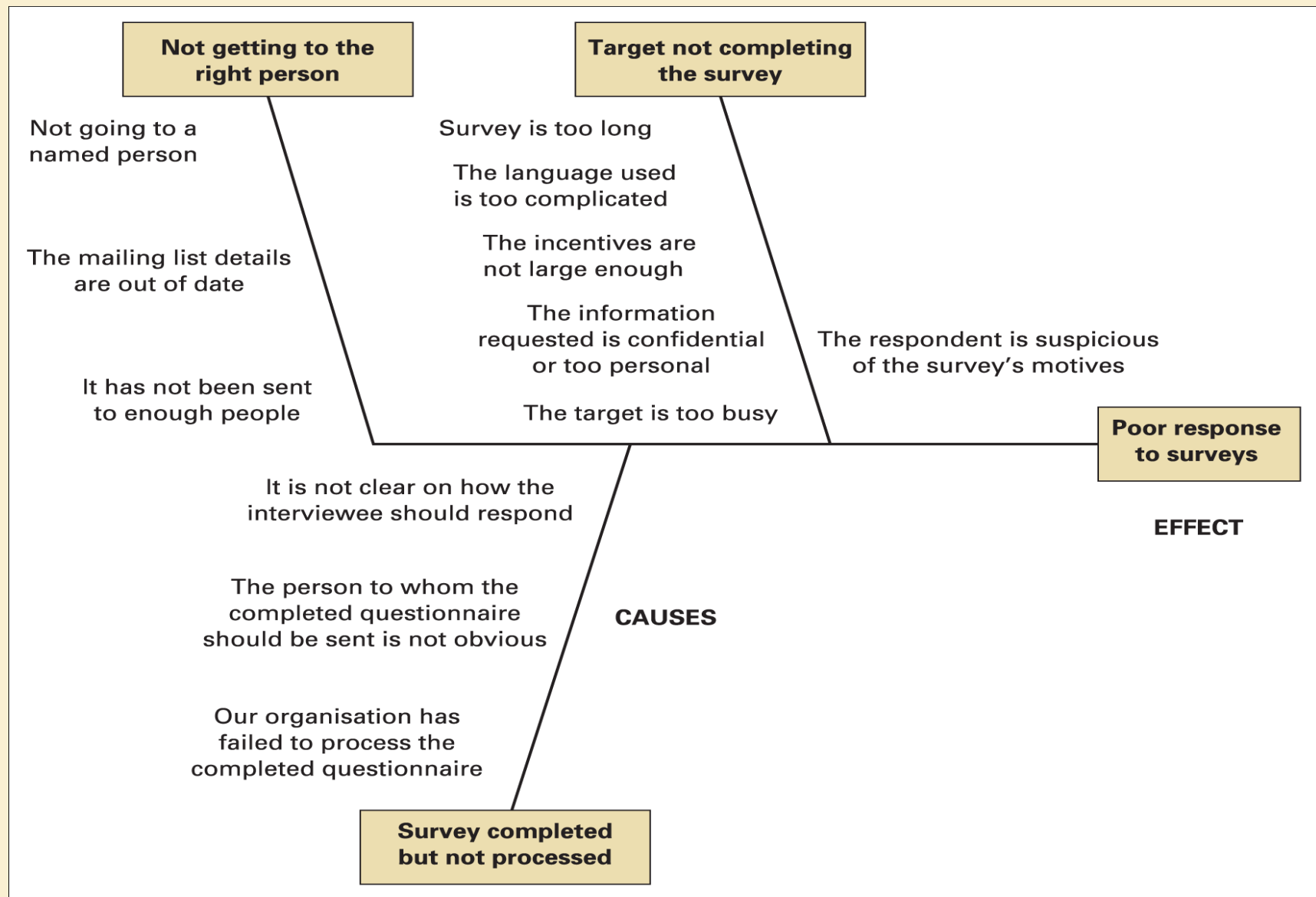


Figure 5.2 Fishbone diagram of the causes of low response to surveys

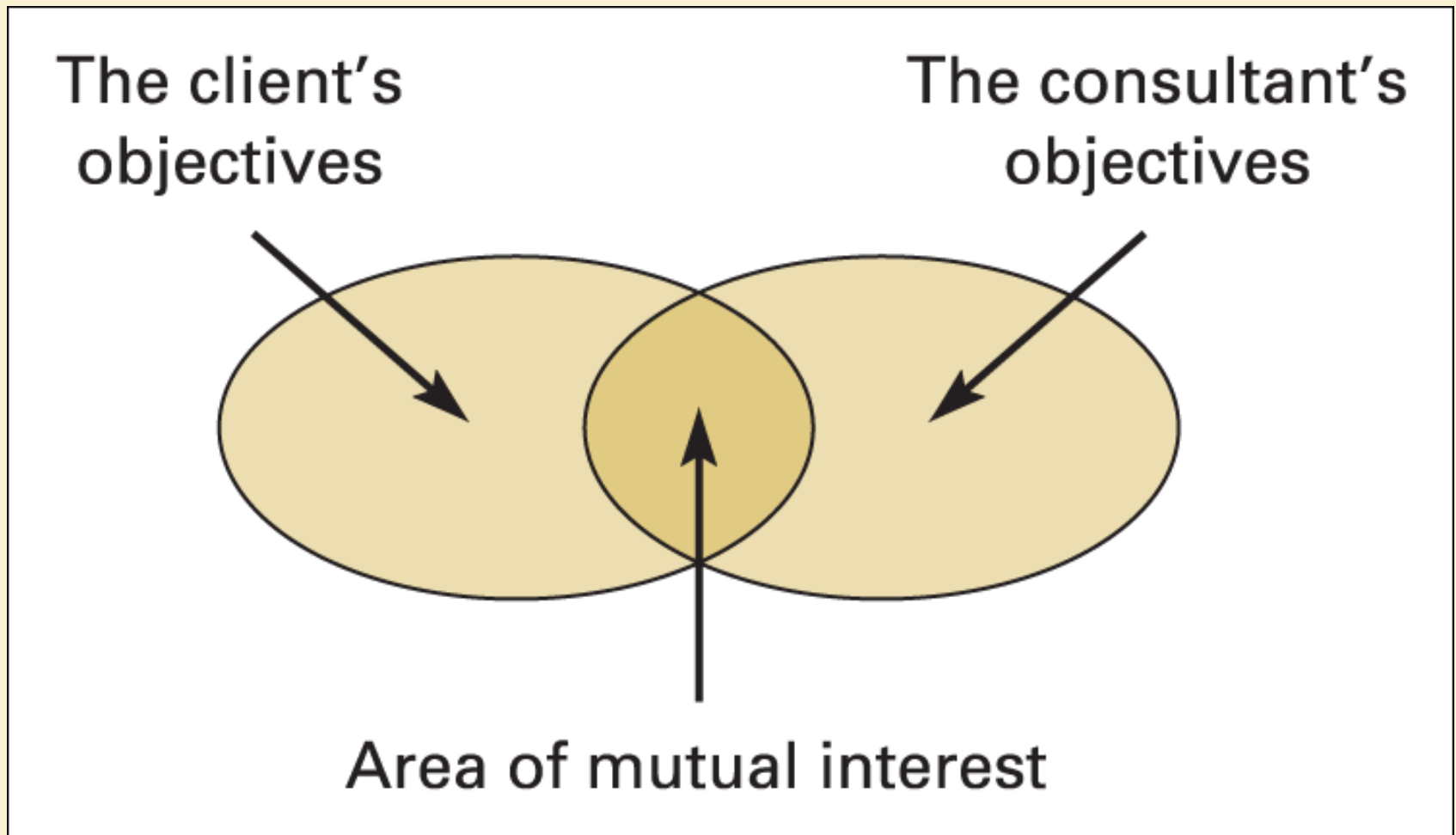


Figure 5.3 Negotiating objectives

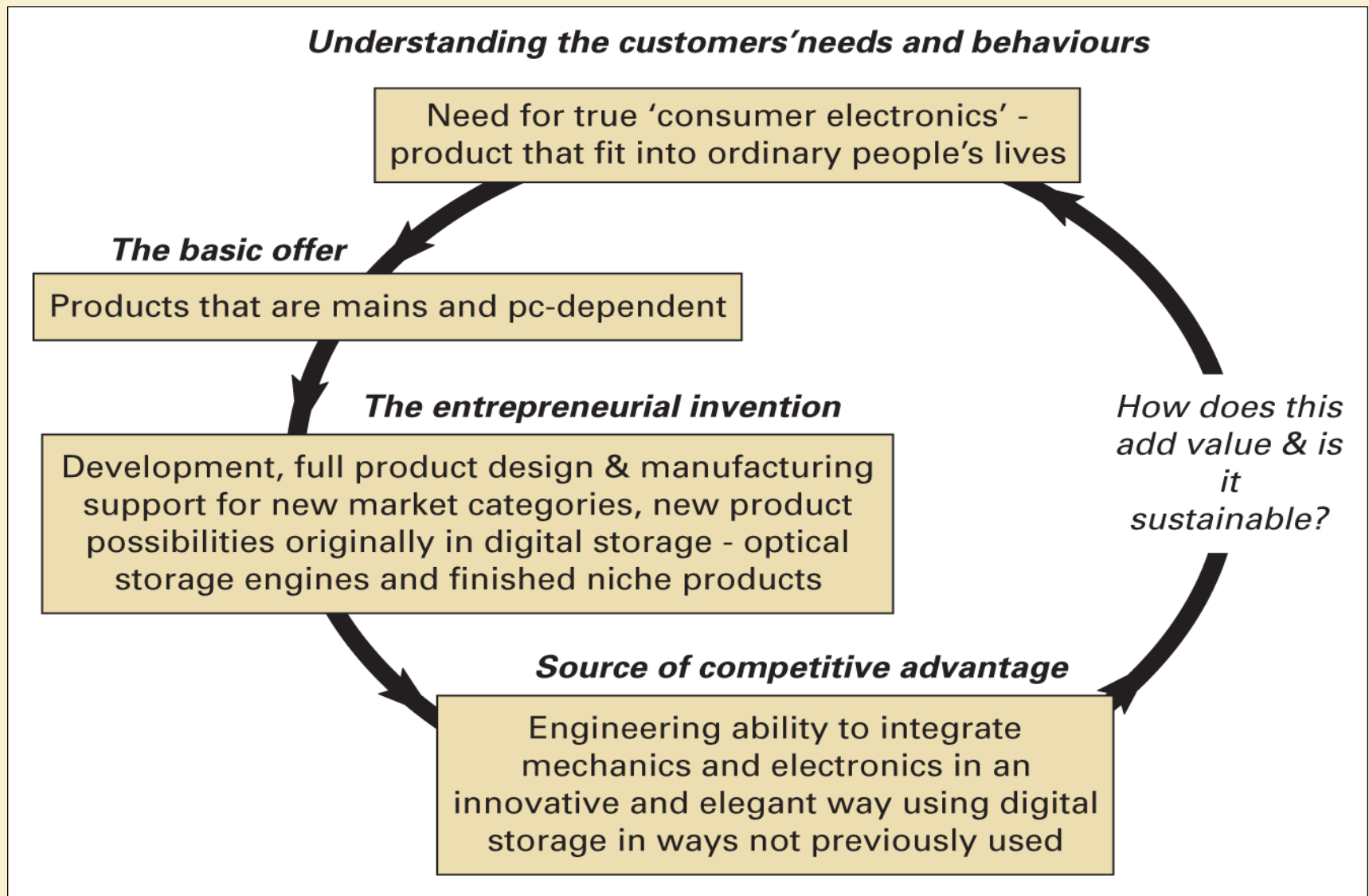


Figure 5.4 Business model

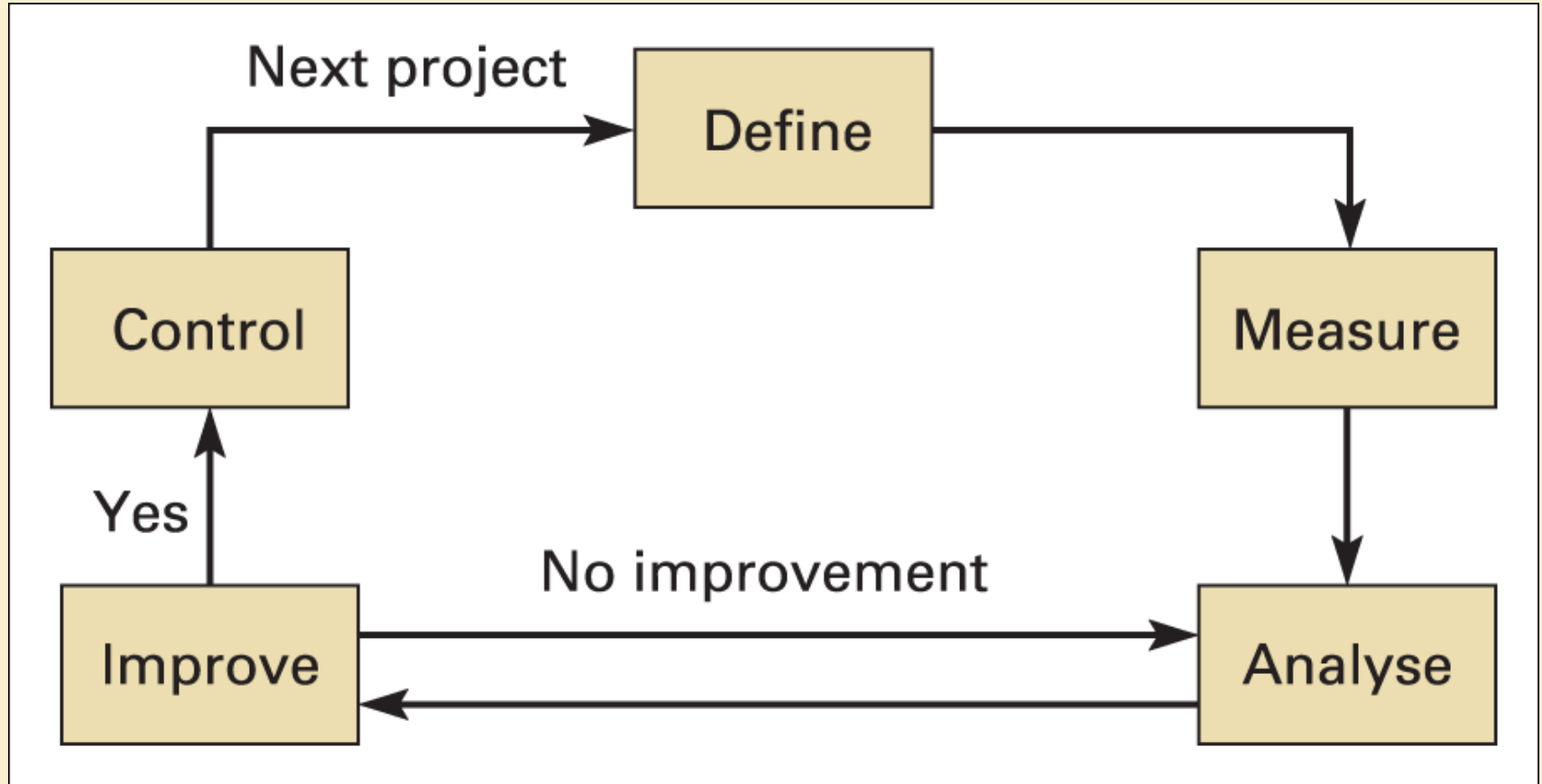


Figure 5.7 The Six Sigma DMAIC process

Chapter 6

Evaluating client capabilities and business opportunities

Strengths Things under the control of managers which will help the business achieve its goals.	Weaknesses Things outside the control of managers which will hinder the business and prevent it from achieving its goals.
Opportunities Things under the control of managers which will offer the business a means of achieving its goals.	Threats Things outside the control of managers which will hinder the business and prevent it achieving its goals.

Figure 6.1 SWOT analysis

		Level of interest	
		Low	High
Power	Low	A Minimal effort	B Keep informed
	High	C Keep satisfied	D Manage closely (Key Players)

Figure 6.2 Stakeholder analysis (Mendelow, 1991)

Generic product

- What is shipped when a purchase is made (e.g. PC)

Expected product

- What the customer expects they are buying when she orders the generic product (e.g. CPU, keyboard, mouse, monitor)

Augmented product

- Idealised form of the product so that there is a maximum chance the buyer will achieve their stated buying objective (e.g. software, printer, internet connections)

Potential product

- The growth path of the product as it is developed or enhanced or strengthened by other products, further extending its benefits

The whole product model

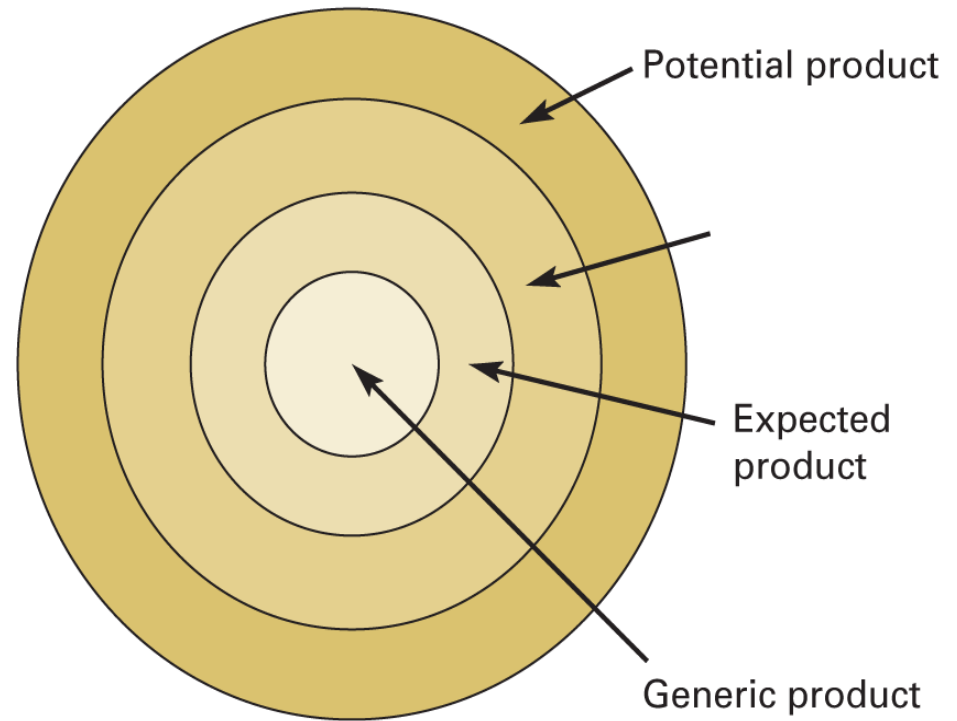


Figure 6.3 Whole product model

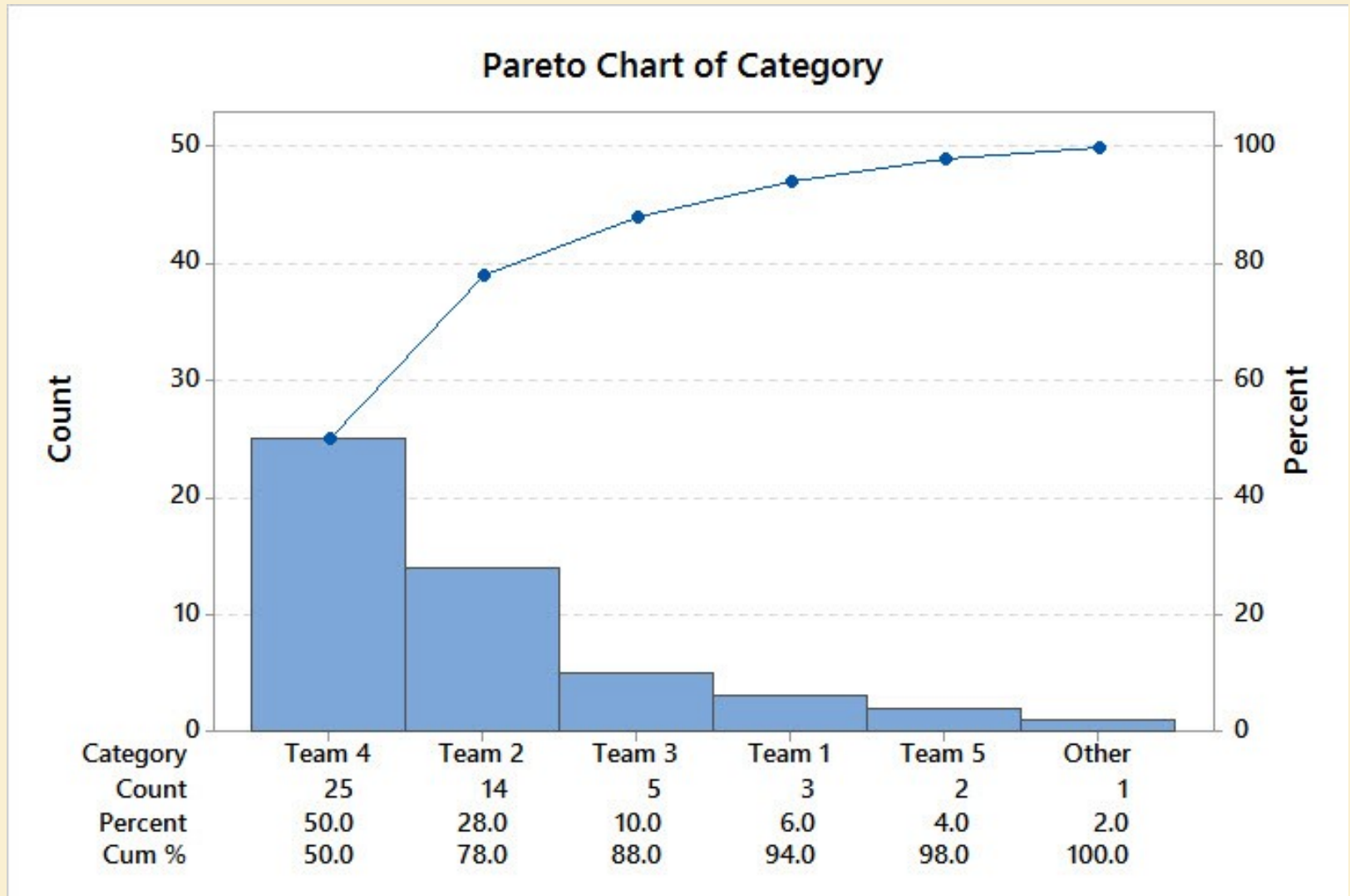


Figure 6.4 Pareto analysis



Figure 6.5 John Kotter's Change management

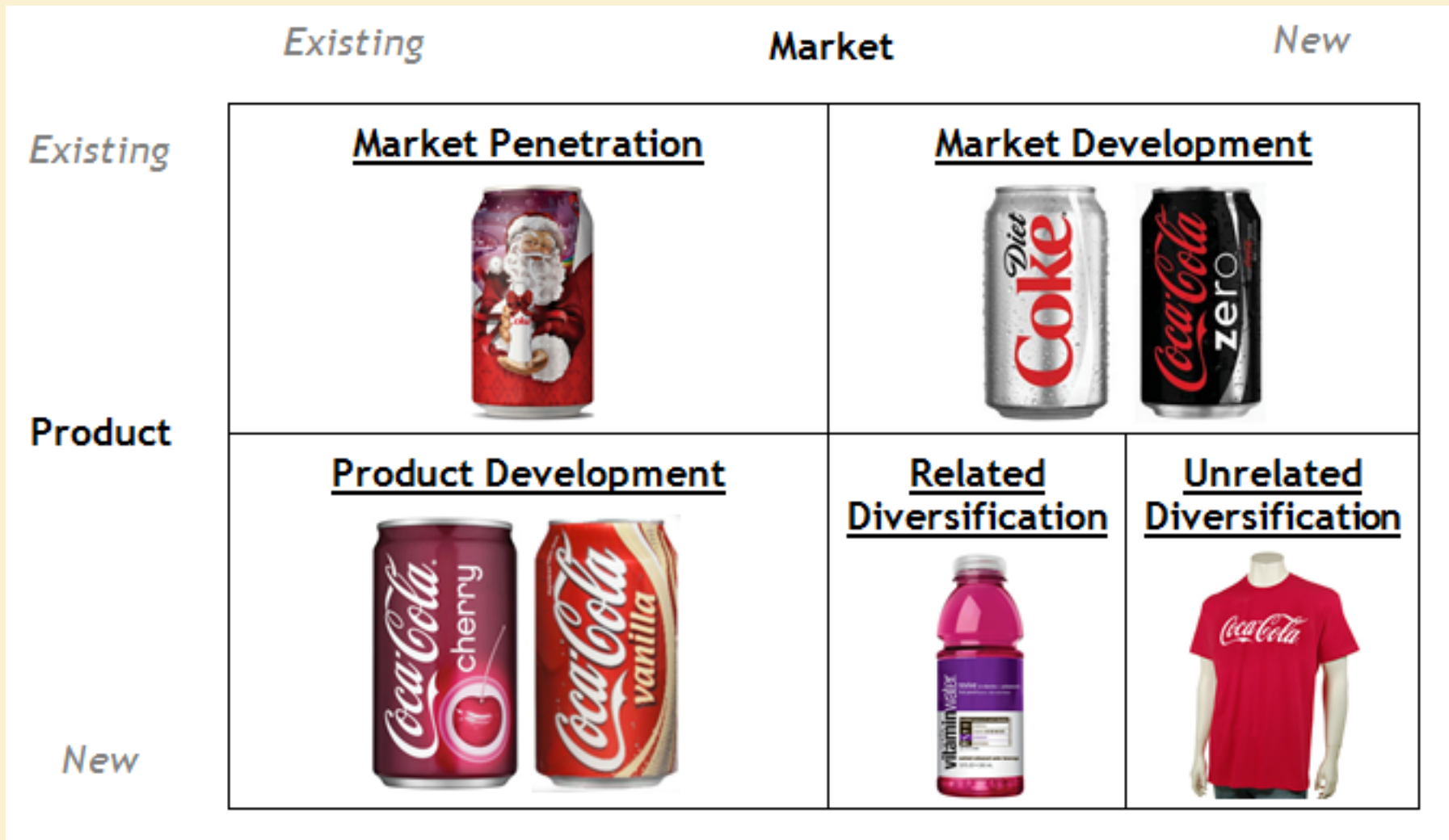


Figure 6.11 Ansoff matrix

Figure 3: The 9-Box Grid

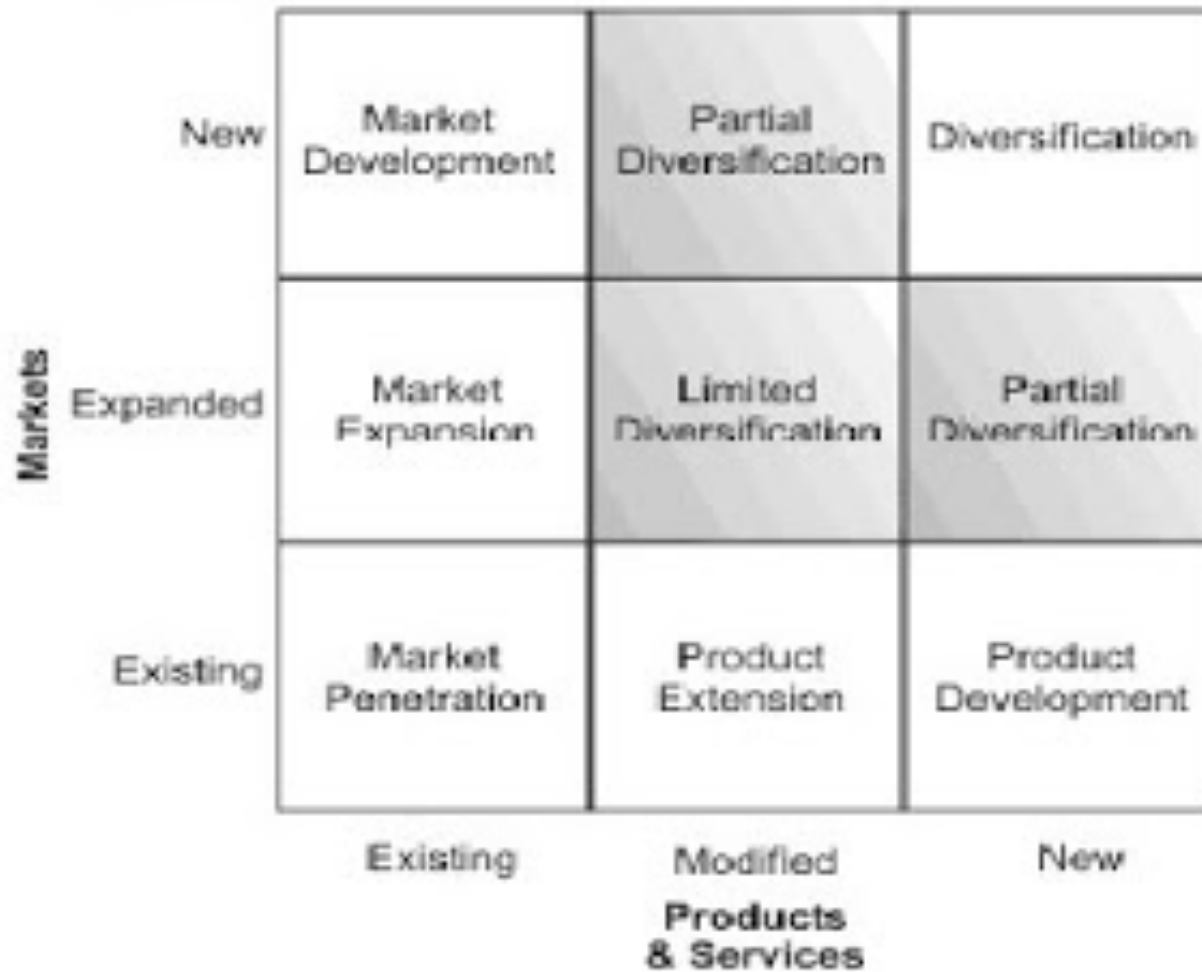


Figure 6.13 Extended Ansoff matrix

Employee Engagement Survey Sample Items

The DecisionWise Employee Engagement Survey contains a subset of research-based anchor questions that are designed to measure overall engagement. The other questions measure the factors that drive engagement and satisfaction in an organization. The survey is completely customizable to the needs of every organization. The following sample only shows a limited number of the 50 total items found in the complete survey. To see the complete version, contact info@decision-wise.com.

My Job	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Don't Know
2. I have the tools and resources I need to do my job well.	☐	☐	☐	☐	☐	☐
8. Most days, I see positive results because of my work.	☐	☐	☐	☐	☐	☐
11. My work is valued by this organization.	☐	☐	☐	☐	☐	☐
12. I have received the training I need to do my job well.	☐	☐	☐	☐	☐	☐
13. The amount of work I am expected to do is reasonable.	☐	☐	☐	☐	☐	☐

My Team	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Don't Know
15. The people I work with take accountability and ownership for results.	☐	☐	☐	☐	☐	☐
19. The people I work with treat me with respect.	☐	☐	☐	☐	☐	☐
20. My coworkers and I openly talk about what needs to be done to be more effective.	☐	☐	☐	☐	☐	☐

My Supervisor	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Don't Know
21. My supervisor helps me understand how my work is important to the organization.	☐	☐	☐	☐	☐	☐
25. My supervisor is approachable and easy to talk to.	☐	☐	☐	☐	☐	☐
26. My supervisor creates a motivating and energizing workplace.	☐	☐	☐	☐	☐	☐
32. My supervisor sets high expectations for our team's performance.	☐	☐	☐	☐	☐	☐

My Organization	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Don't Know
35. The vision and goals of this organization are important to me personally.	☐	☐	☐	☐	☐	☐
37. This organization provides attractive opportunities for training and development.	☐	☐	☐	☐	☐	☐
39. There are opportunities for my own advancement in this organization.	☐	☐	☐	☐	☐	☐
40. My opinions are sought on issues that affect me and my job.	☐	☐	☐	☐	☐	☐
41. This organization cares about employees.	☐	☐	☐	☐	☐	☐
47. I would recommend this organization as a great place to work.	☐	☐	☐	☐	☐	☐

Figure 6.14 Employee Engagement Survey

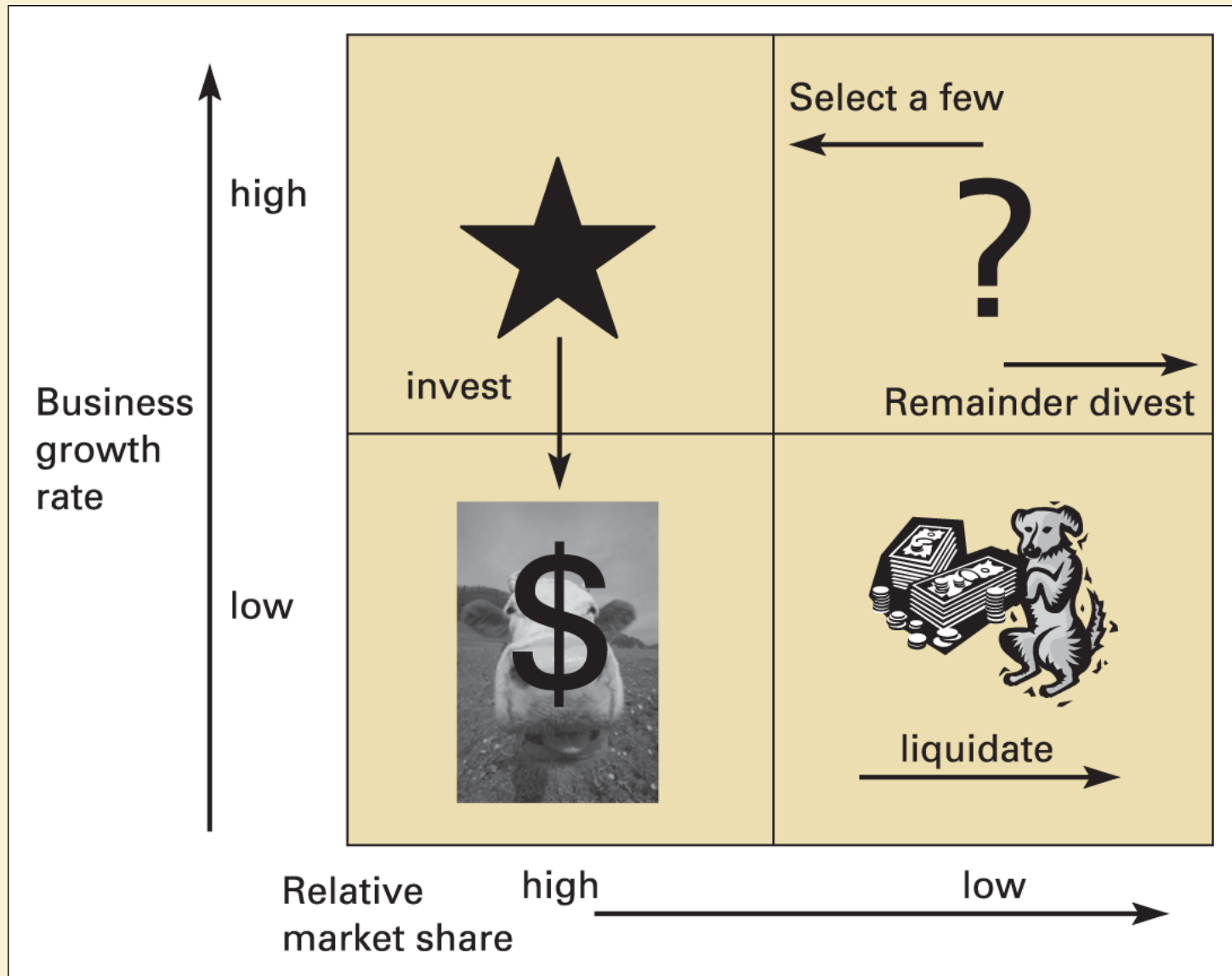


Figure 6.15 BCG matrix

Source: Boston Consulting Group. Adapted from *The Product Portfolio Matrix* (1970). The Star, the Dog, the Cow and the Question Mark – The Growth Share Matrix.

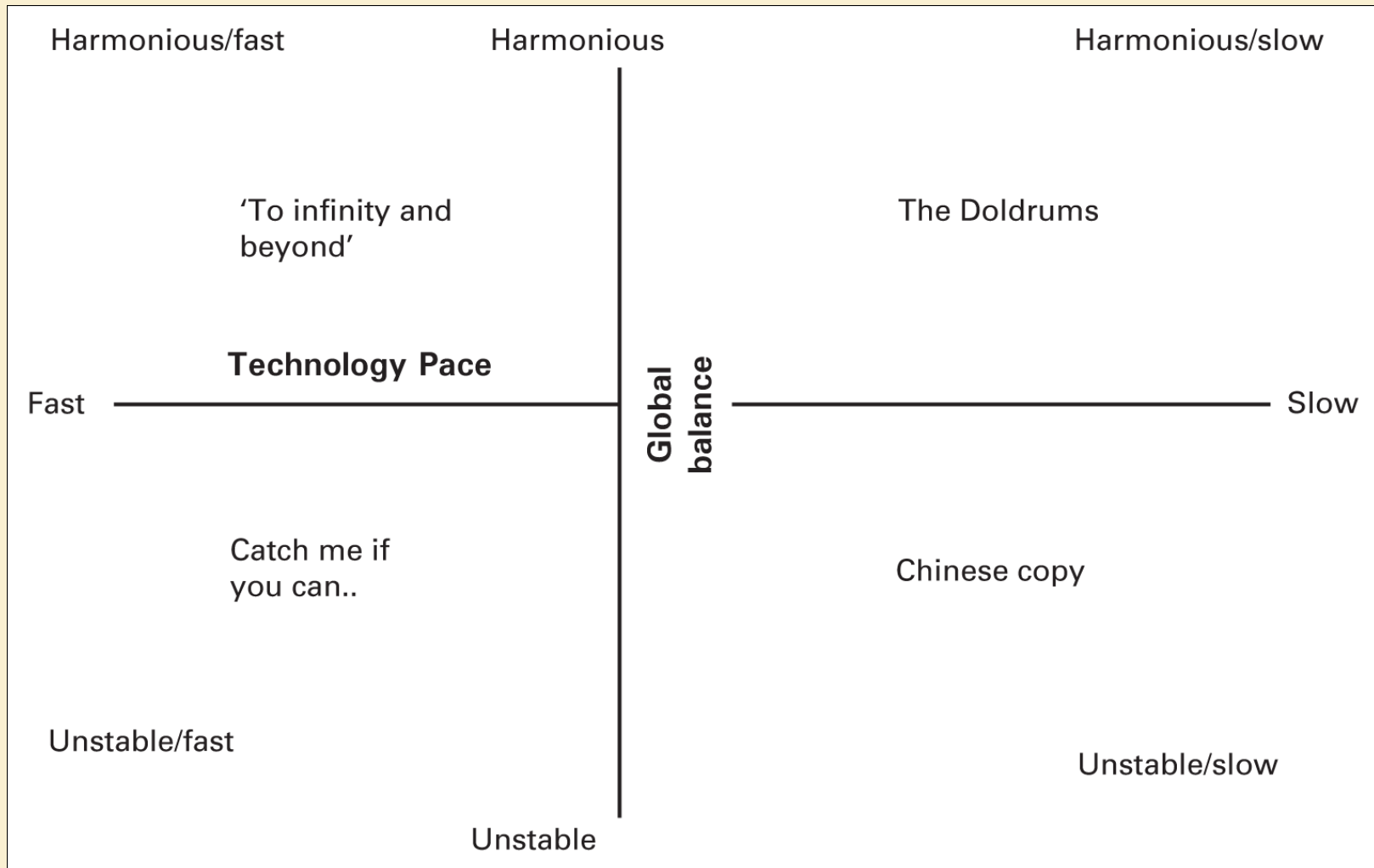


Figure 6.17 Scenario worlds

Chapter 7

Working with clients and teams: the 'soft' skills

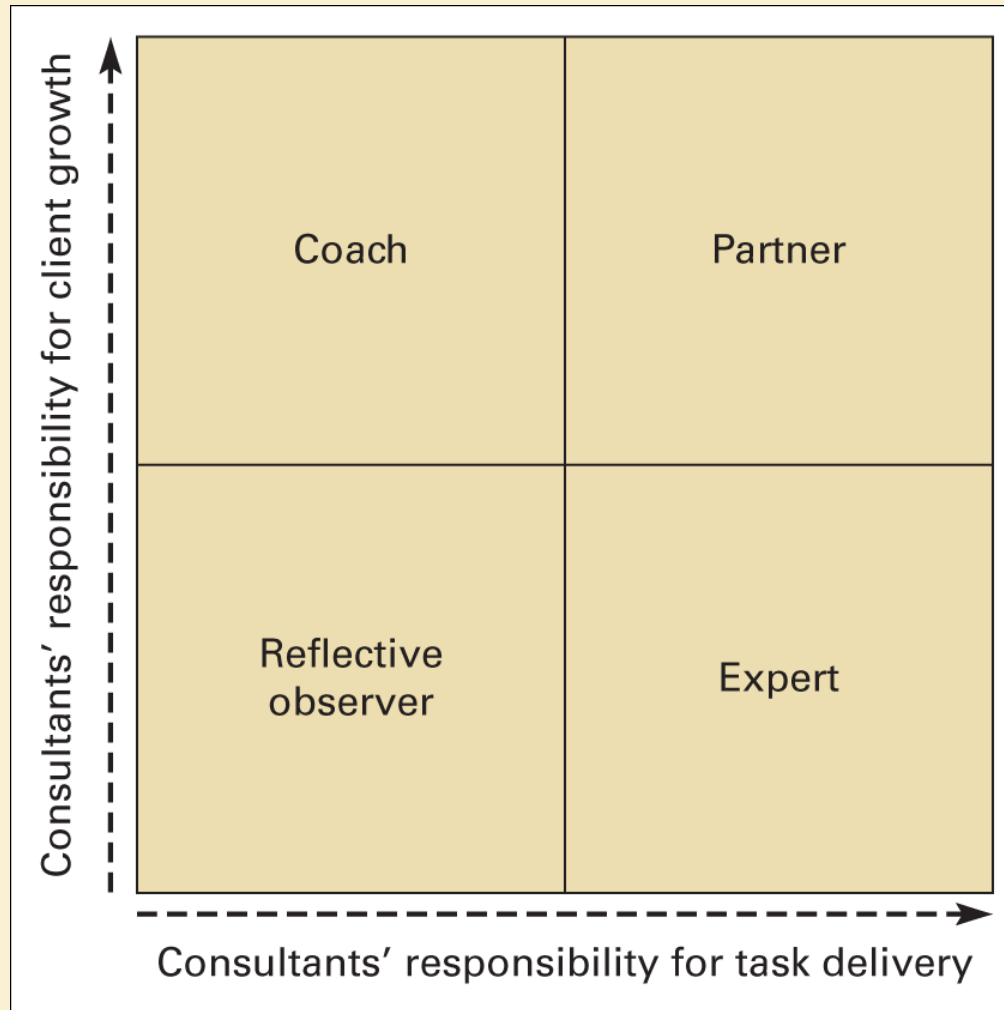


Figure 7.1 Consultants' responsibility for growth and results model

Source: After Champion, D.P., Kiel, D.H. and McLendon, J.A. (1990) 'Choosing a consulting role', *Training and Development Journal*, 1 February.

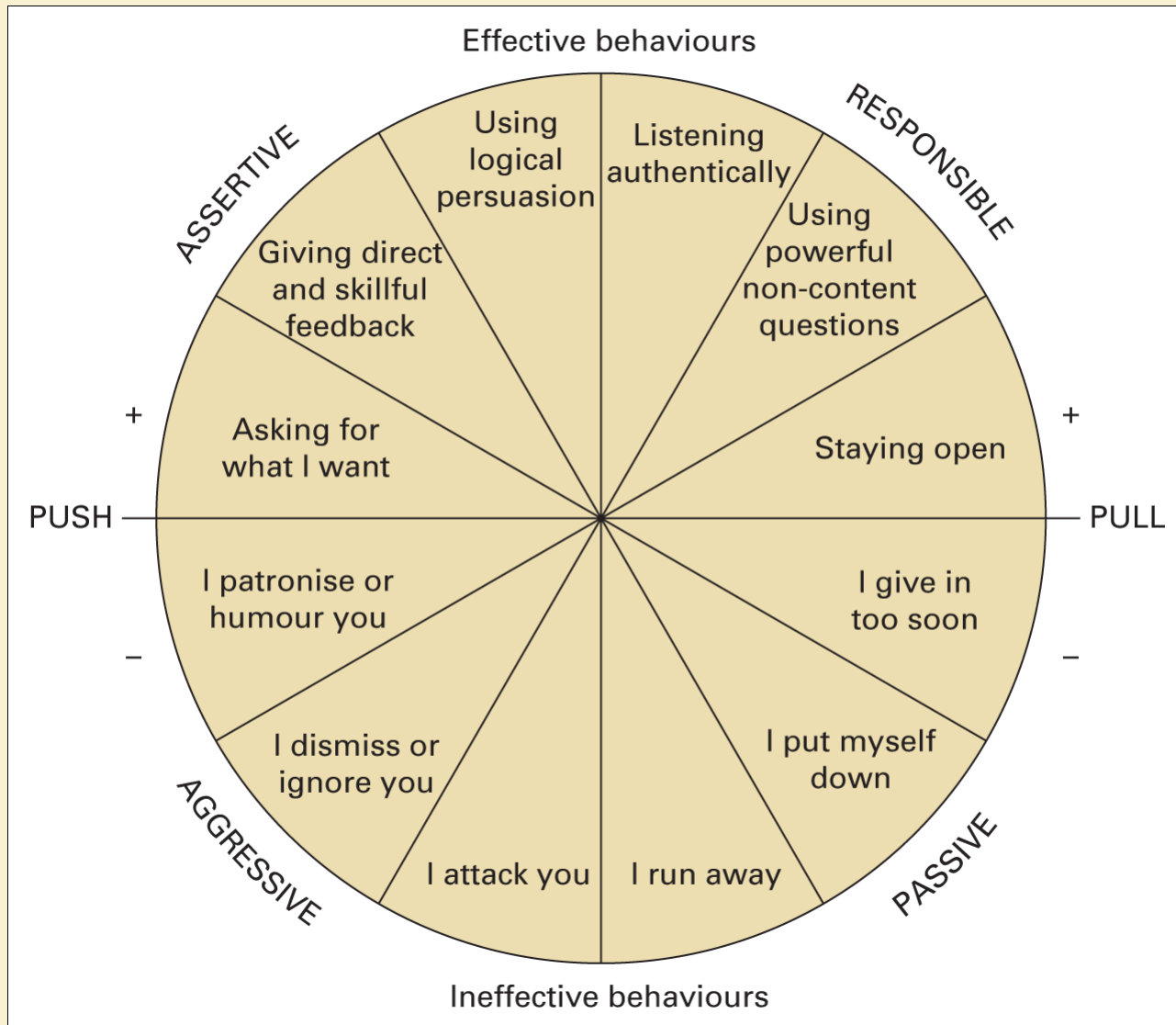


Figure 7.2 Push–Pull model

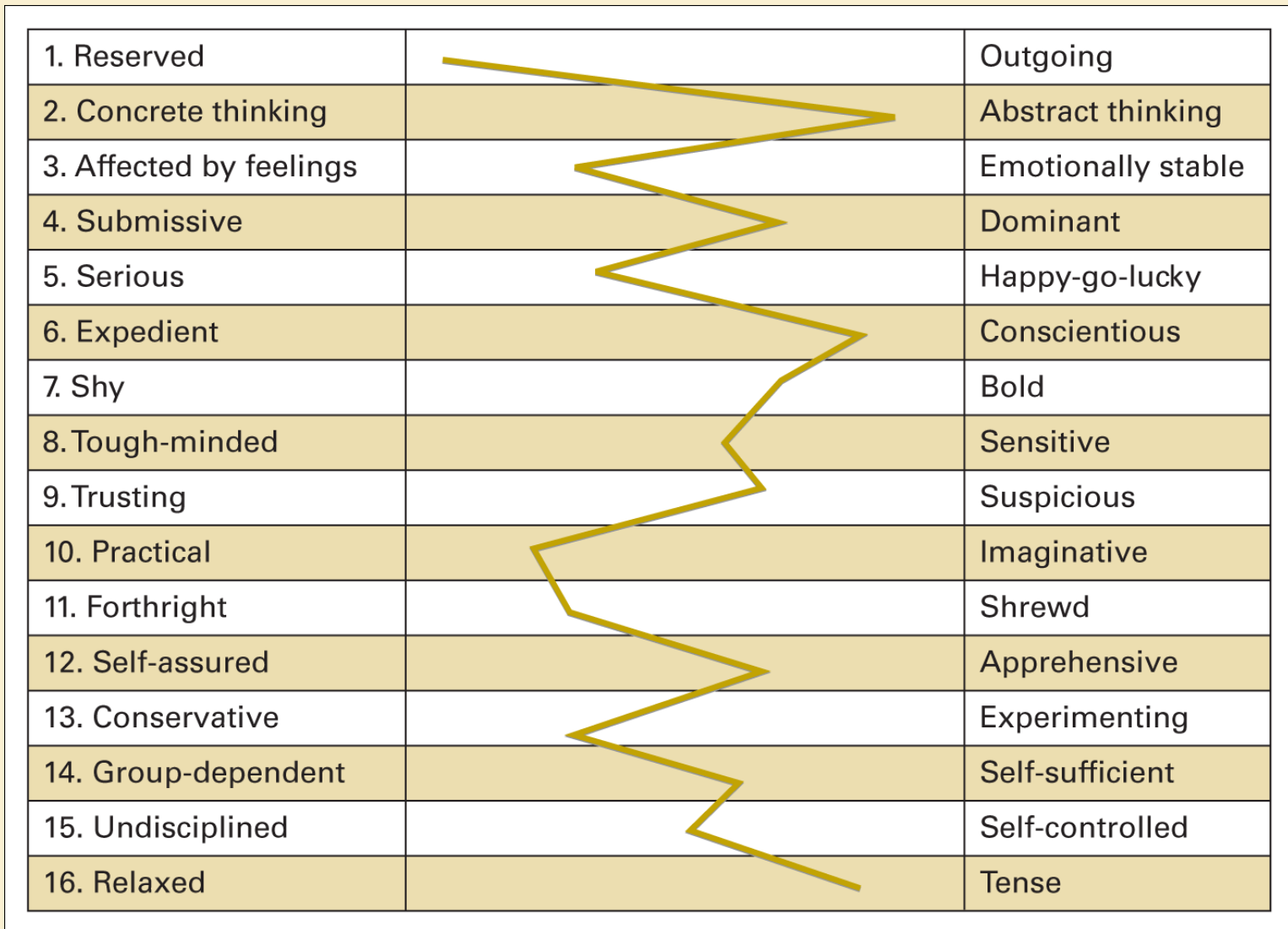


Figure 7.4 16PF Plot Example

Part Three

Undertaking the project

Chapter 8

Working with the client

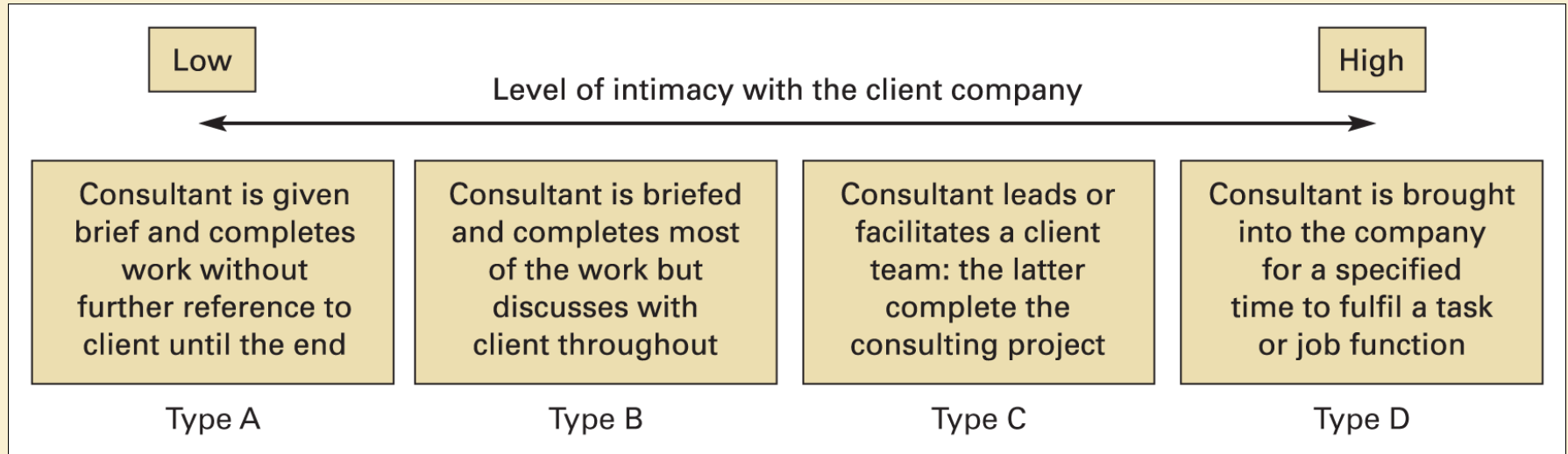


Figure 8.1 Consultant–client interaction

Chapter 9

Creative approaches for developing solutions

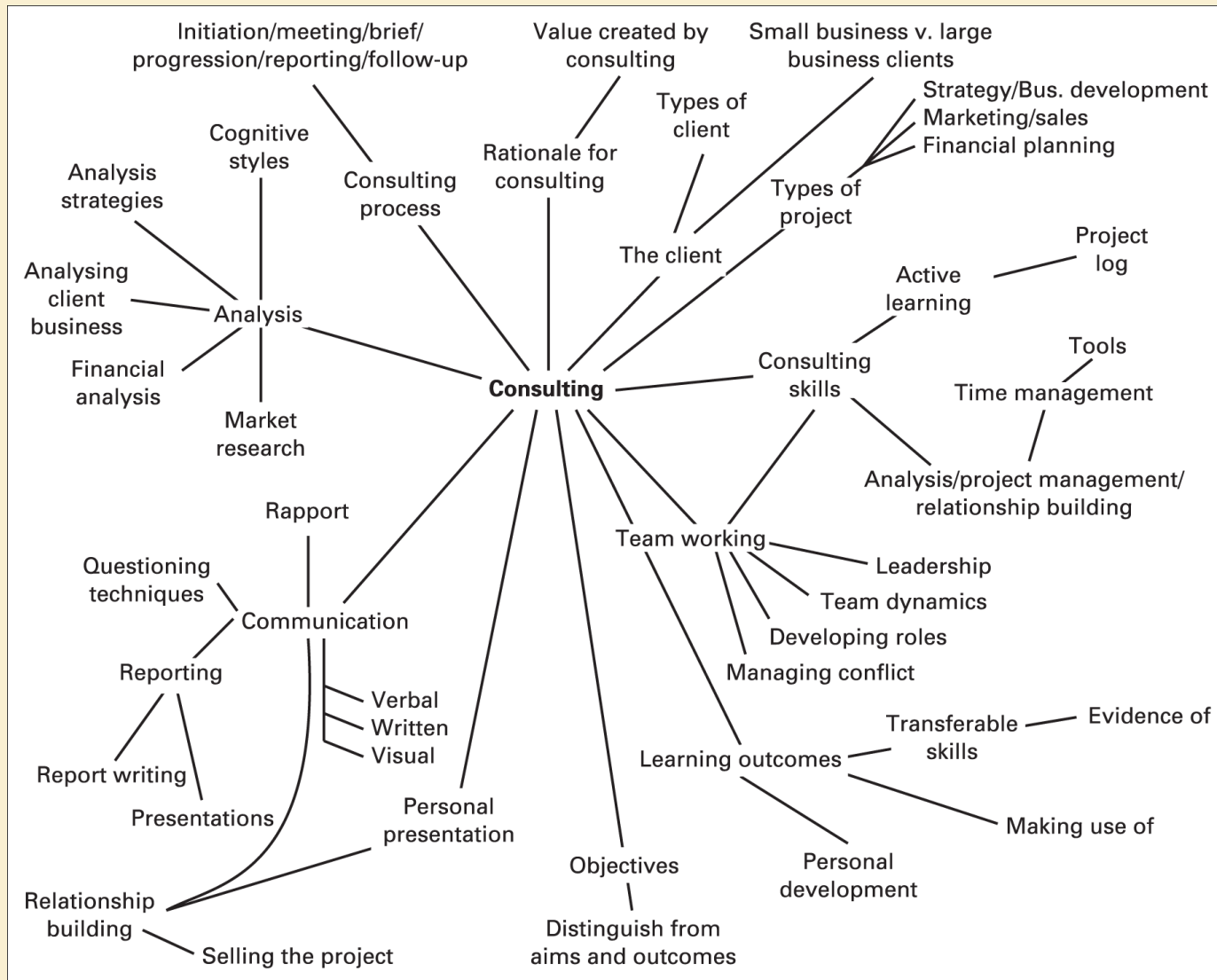


Figure 9.1 Example of a mind map

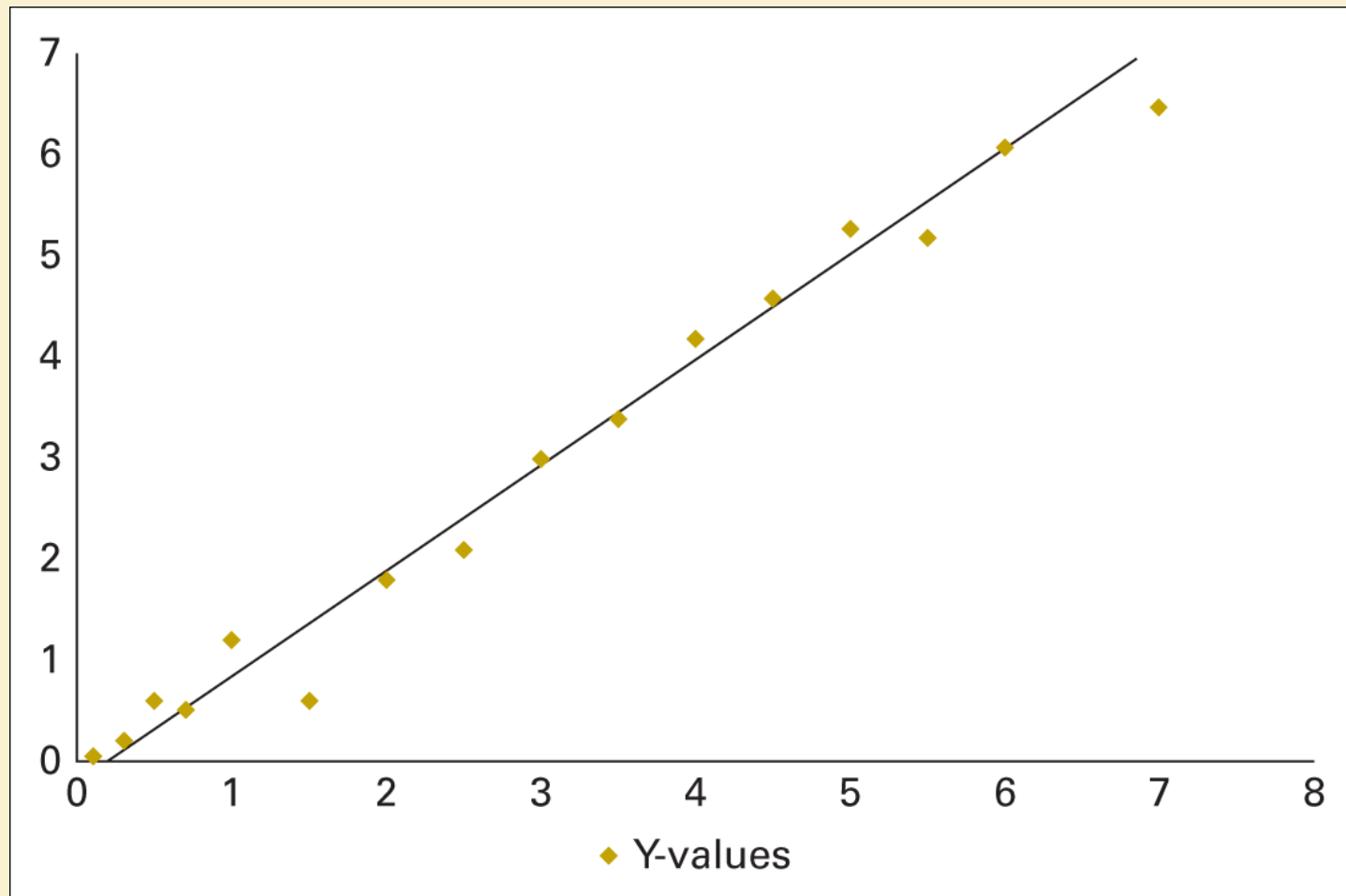


Figure 9.2 Example of a scatter diagram

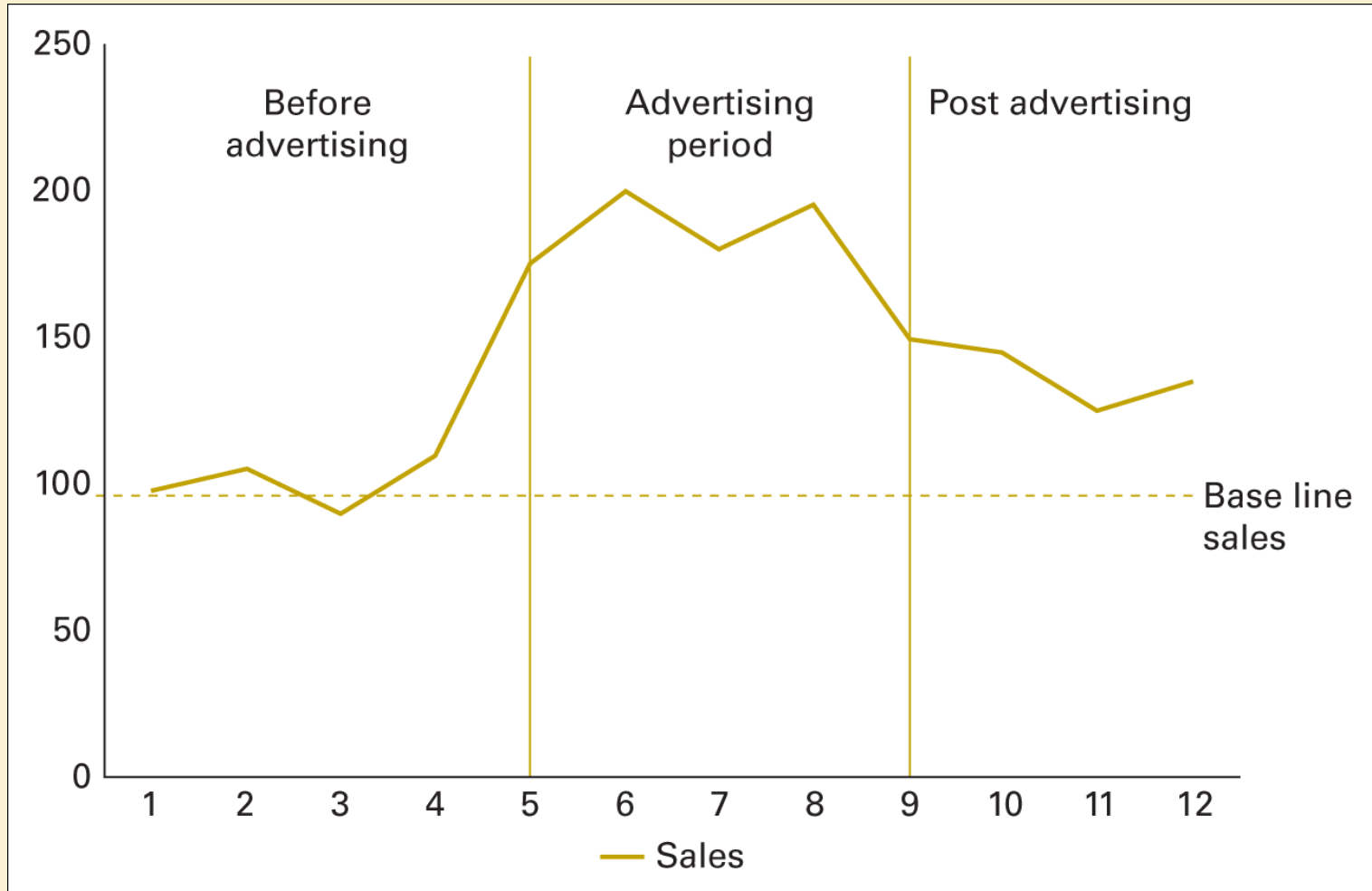


Figure 9.3 Example of a control chart

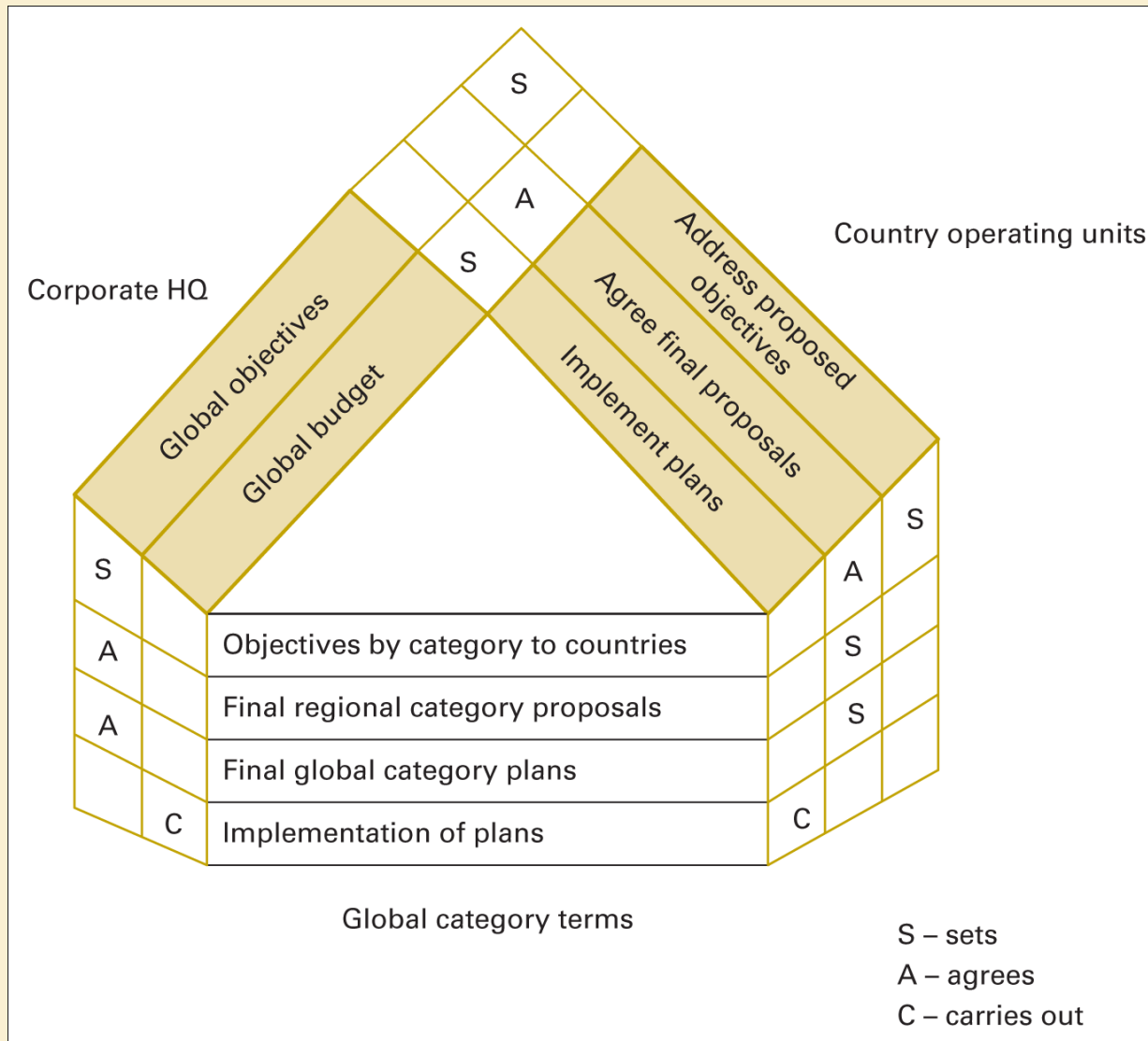


Figure 9.4 Example of a Y-shaped matrix

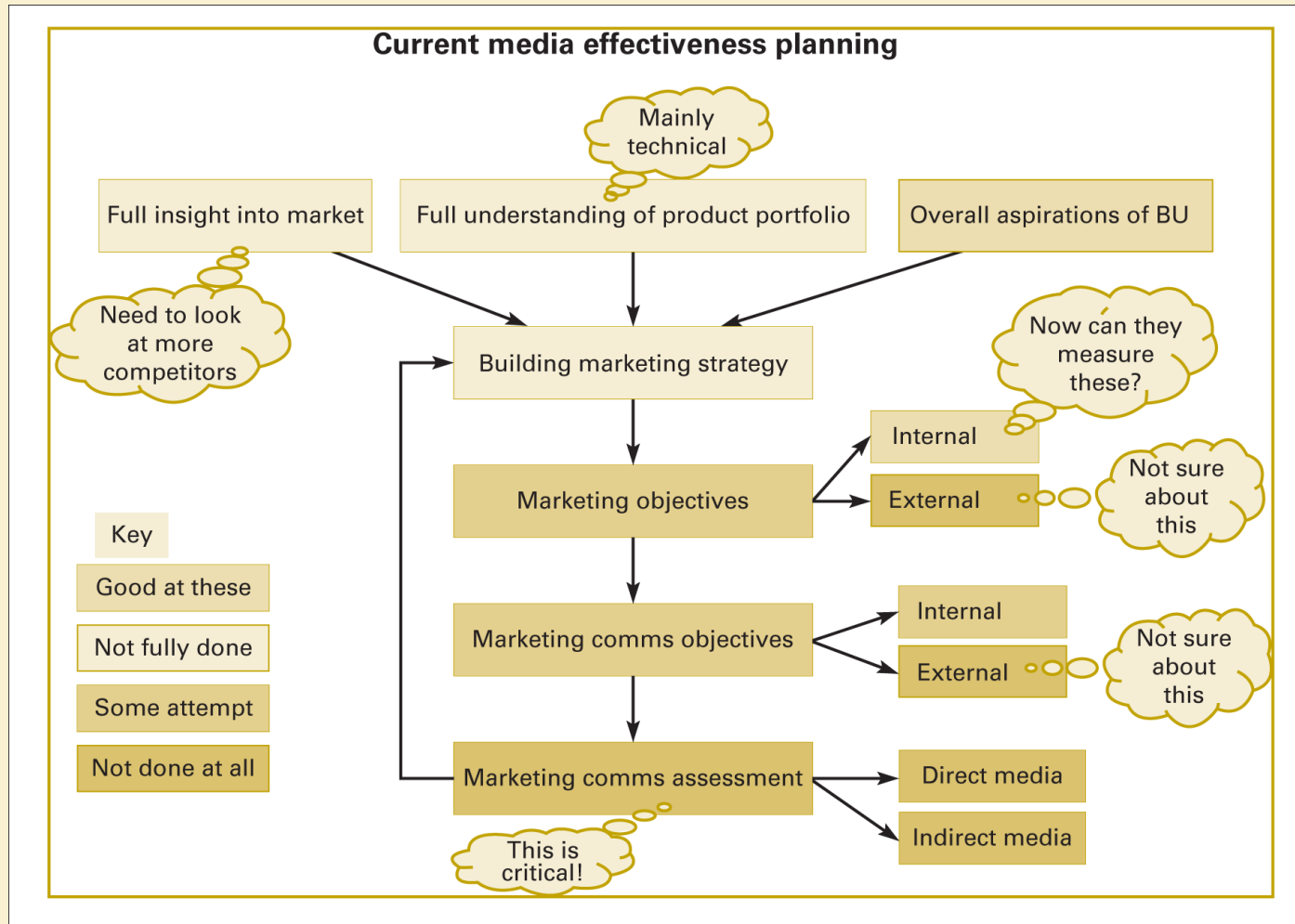


Figure 9.5 Example of a Process Decision Programme Chart

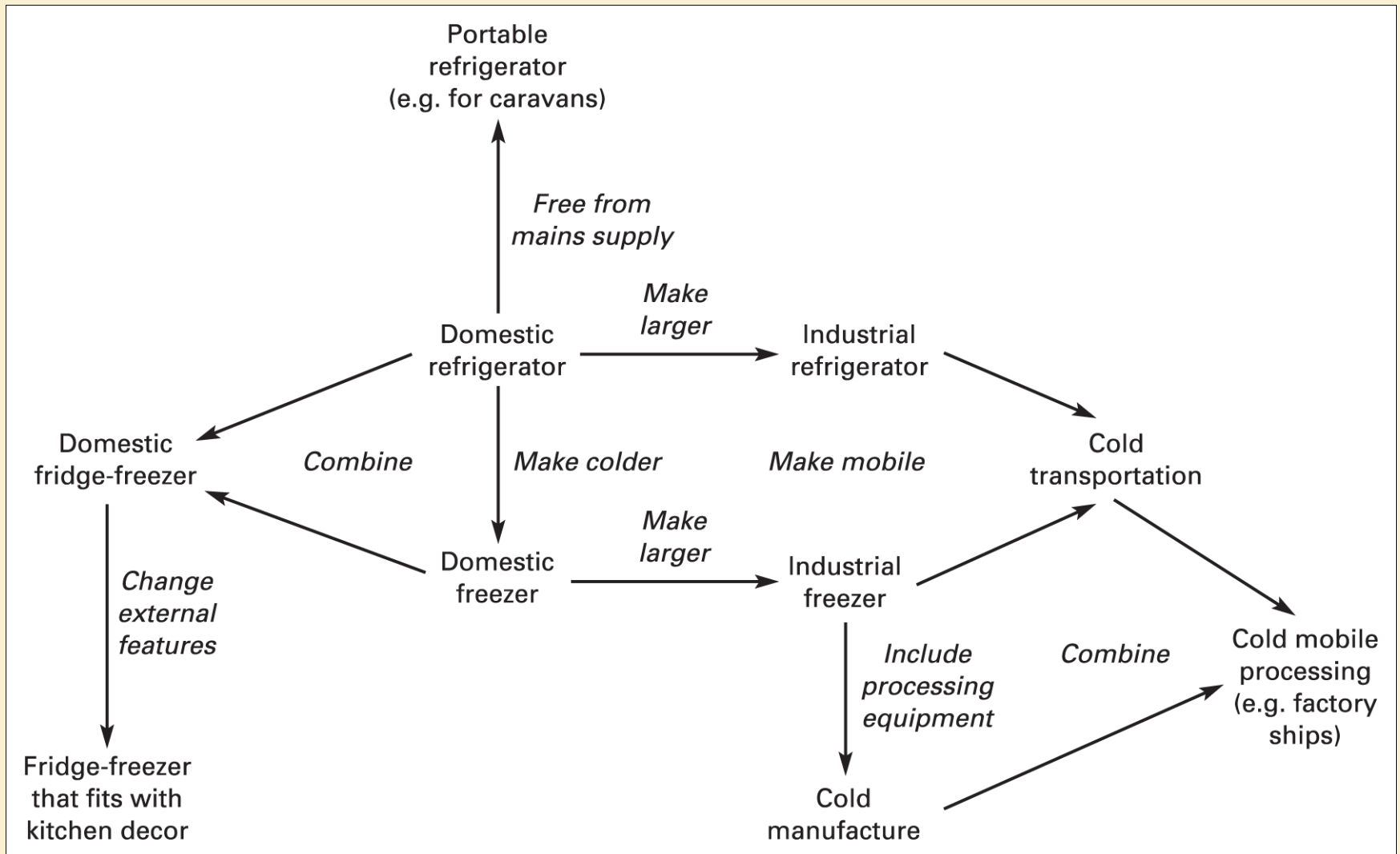


Figure 9.6 A mind map of features analysis on uses for a 'cold box'

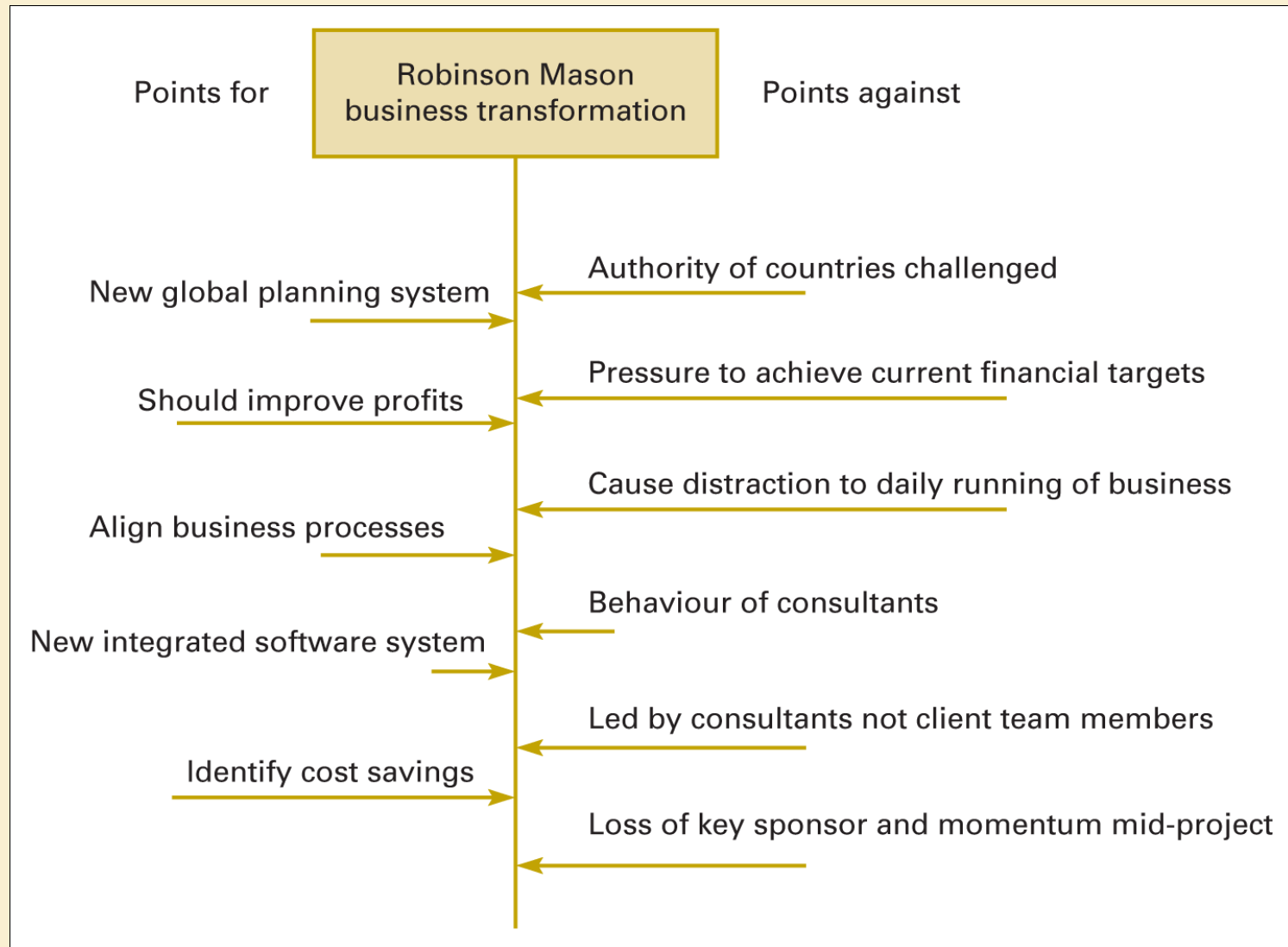


Figure 9.7 Example of a force-field diagram

Chapter 10

Decision-making in the client context

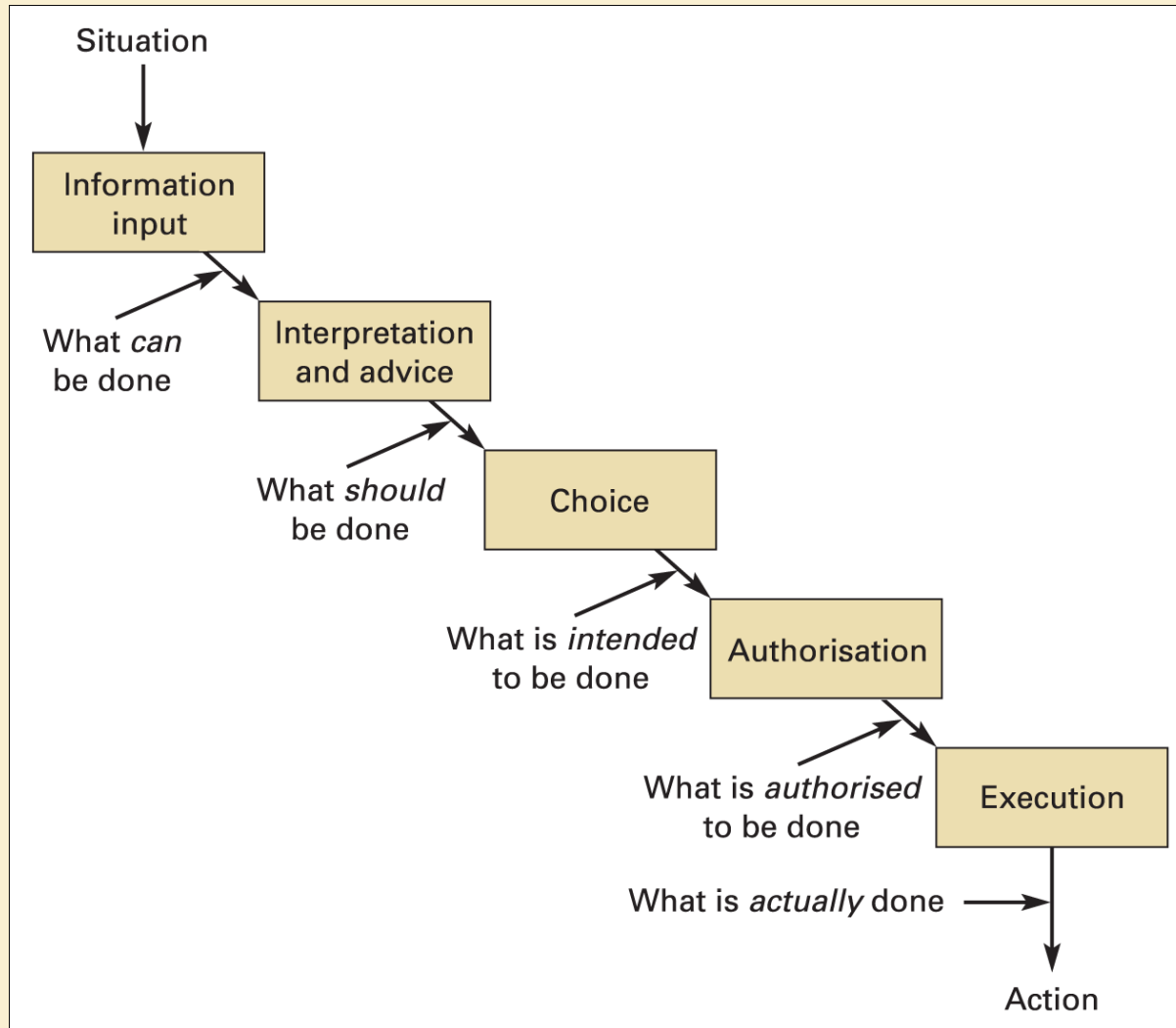


Figure 10.1 A traditional model of organisational decision-making

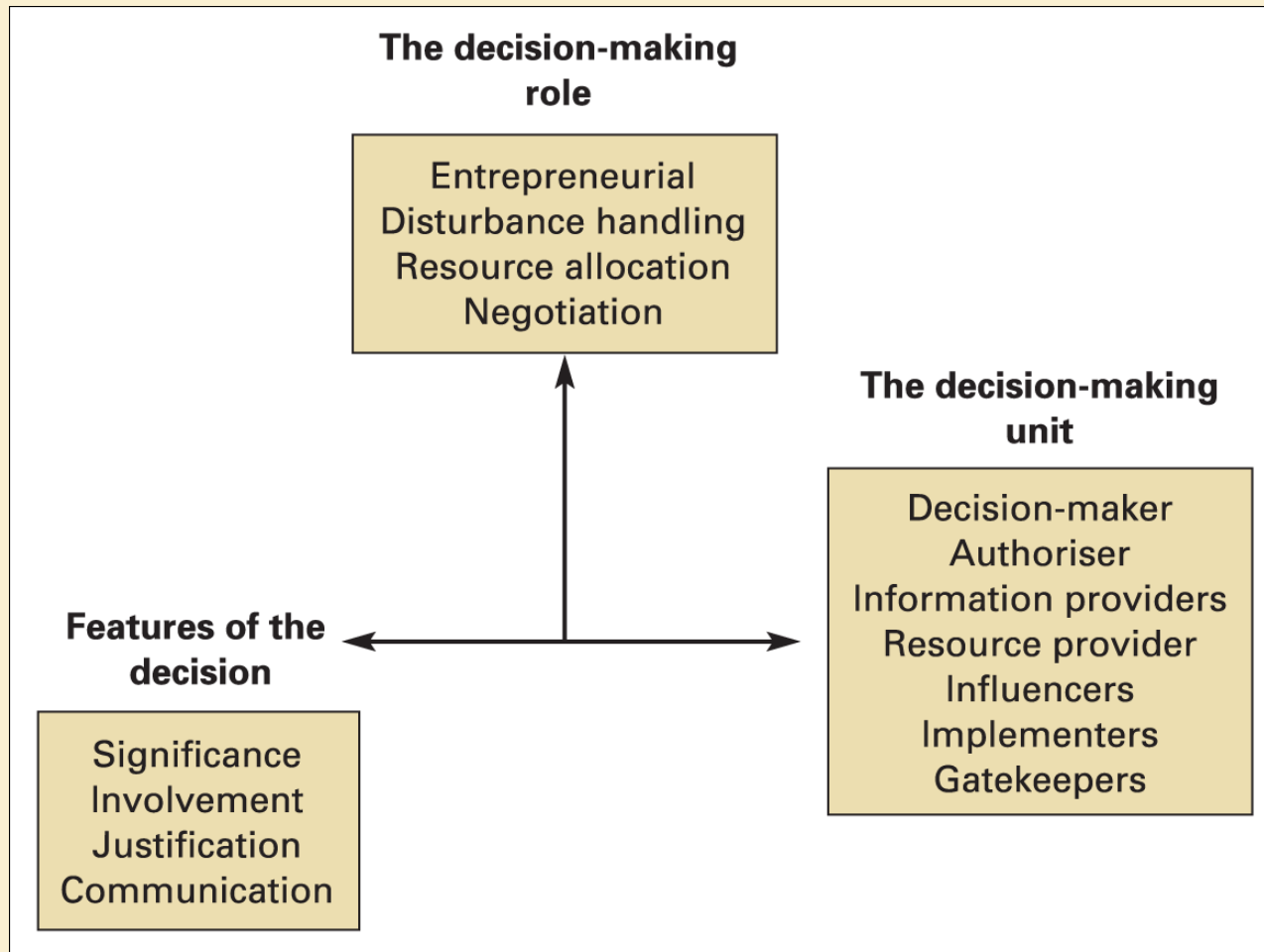


Figure 10.2 The dimensions of a business decision

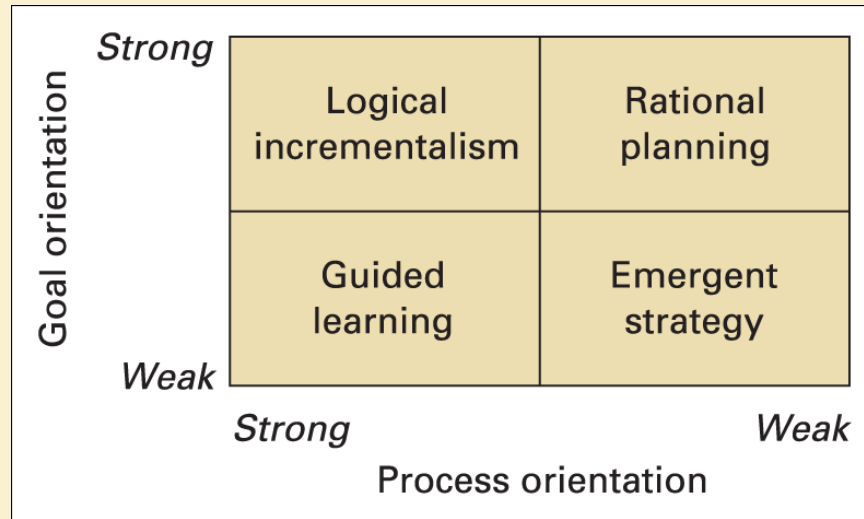


Figure 10.3 The Idenberg matrix for strategy process

Source: Reprinted from P.J. Idenberg, 'Four styles of strategic planning', *Long Range Planning*, 26 (6), 132–7. Copyright © 1993, with permission from Elsevier.

Chapter 11

Managing the project

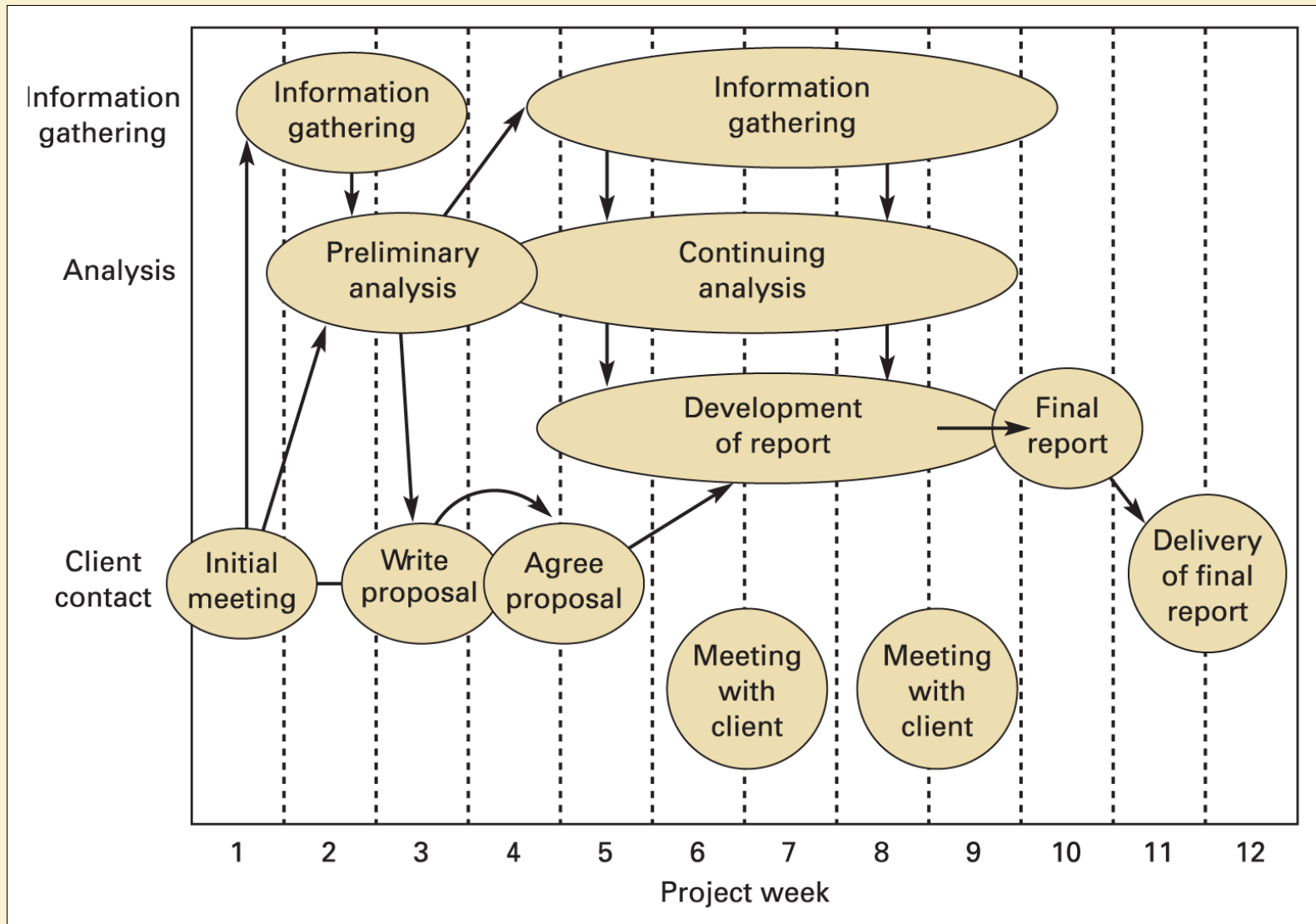


Figure 11.1 A simplified critical path analysis for a consulting project

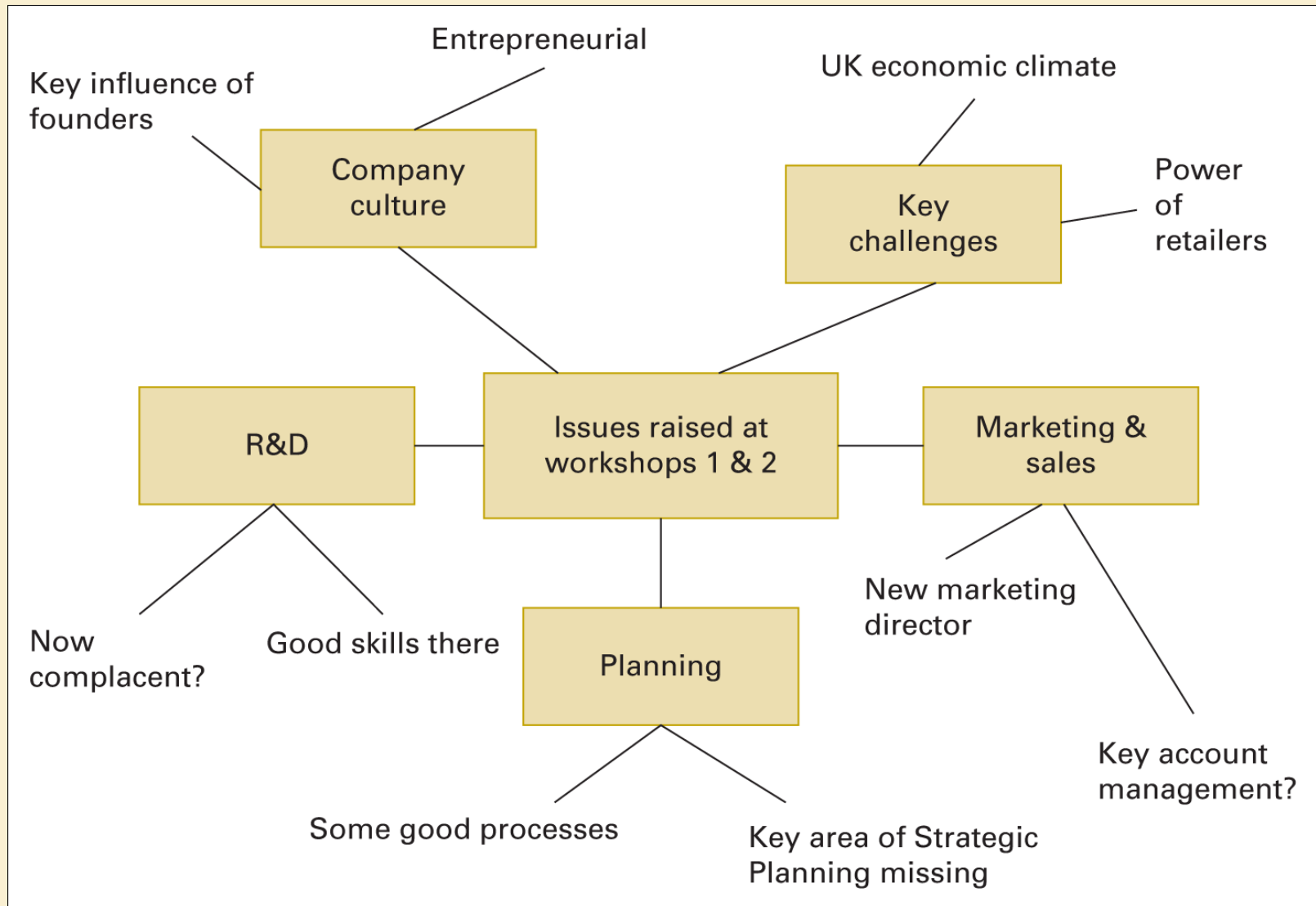


Figure 11.2 An example of a page from a project log

Part Four

Delivering the product to the client

Chapter 12

Communication skills and presenting your ideas

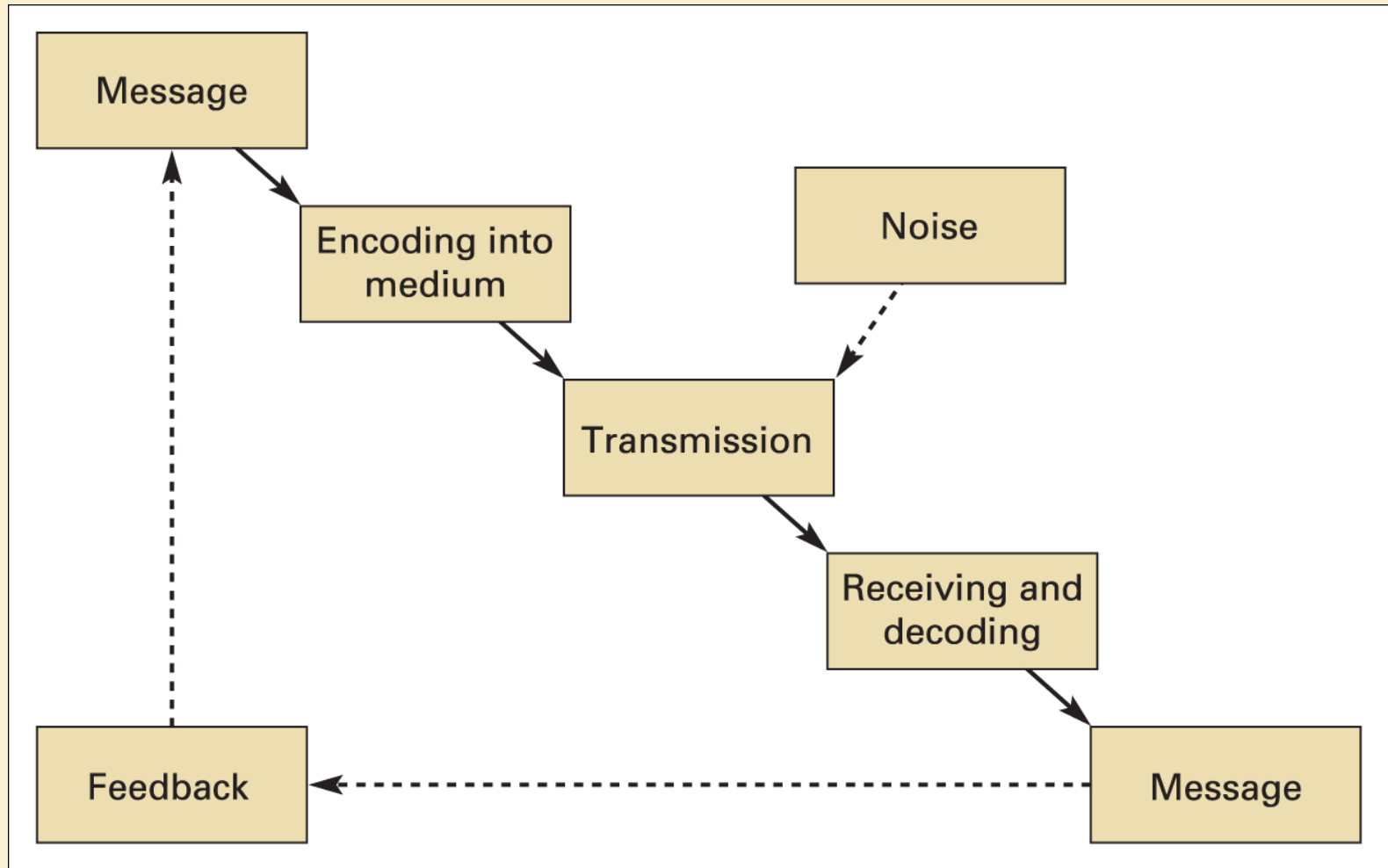


Figure 12.1 The communication process

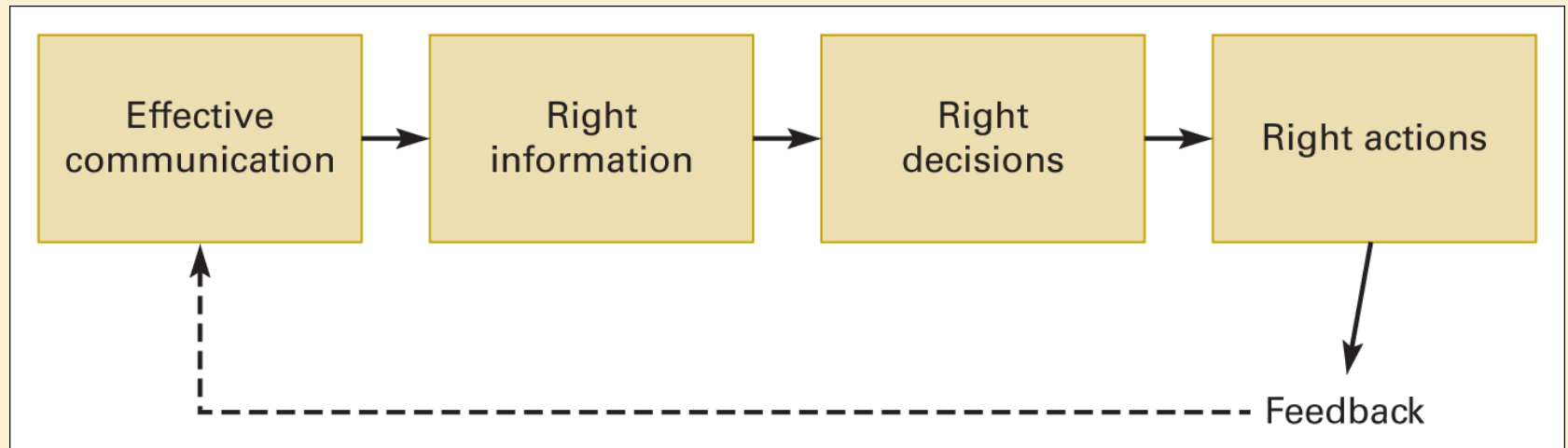


Figure 12.2 Effective communication loop

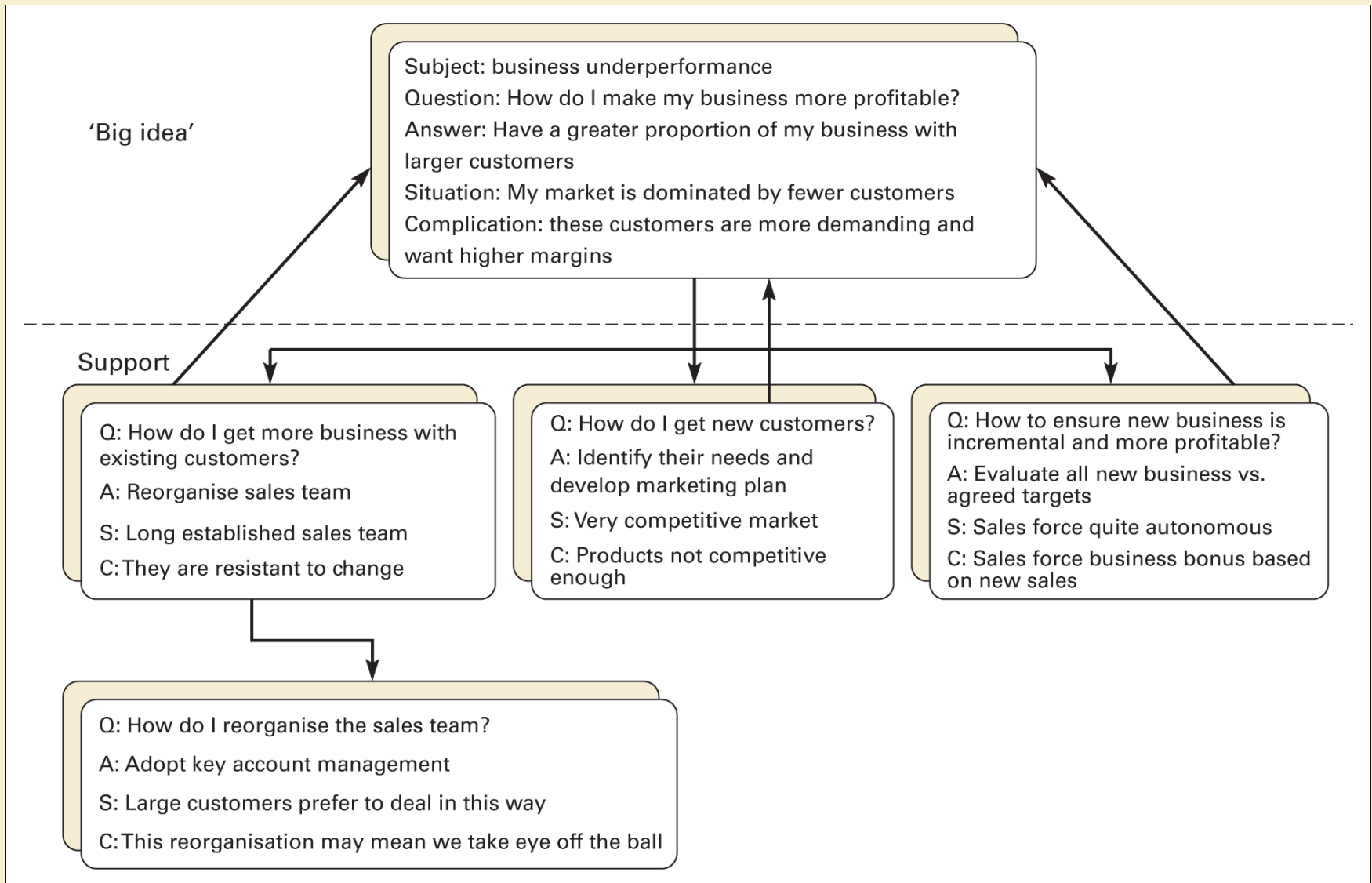


Figure 12.3 An application of the pyramid of ideas

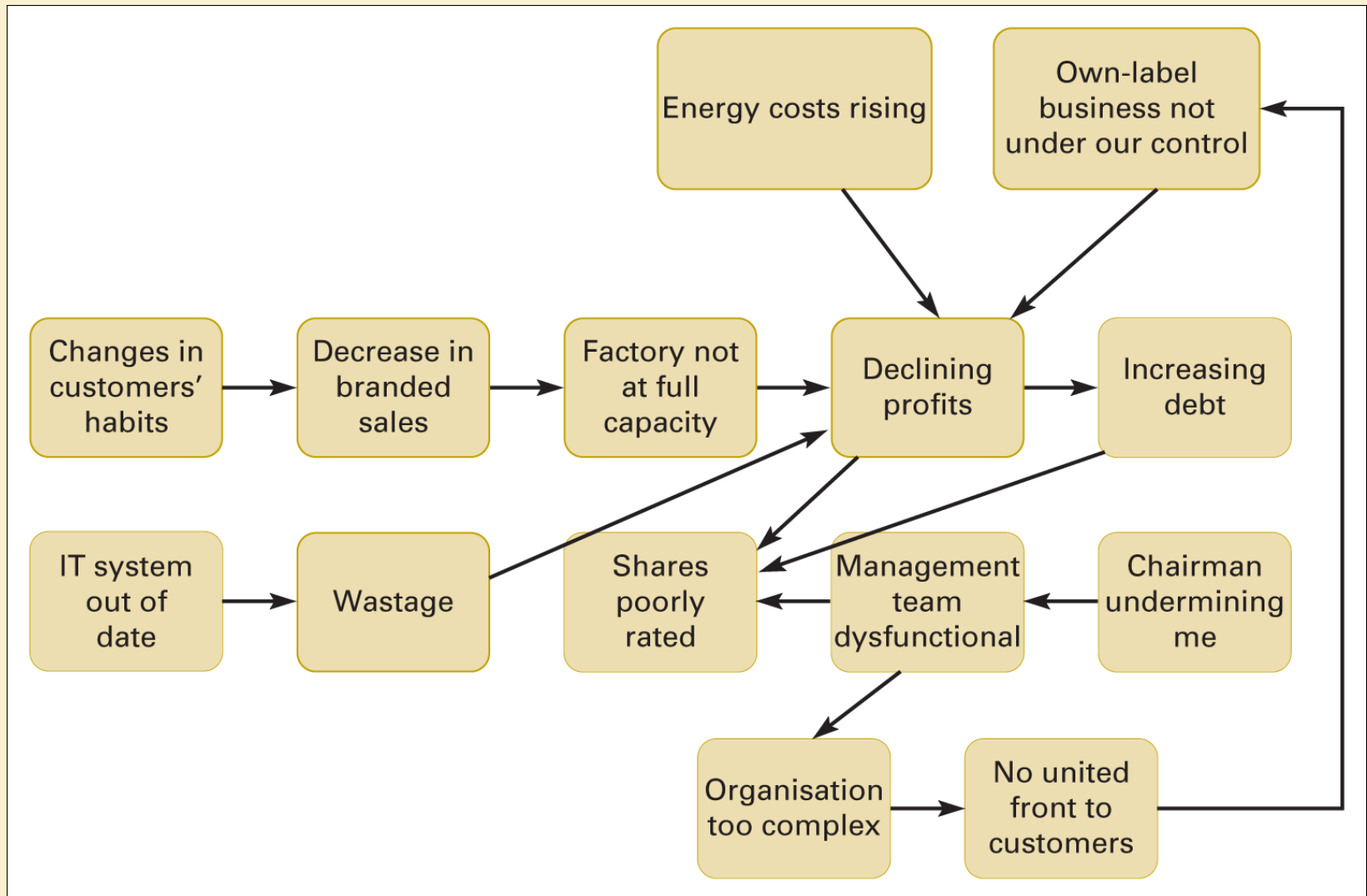


Figure 12.4 Example of how to relate the issues

Chapter 13

Learning from success

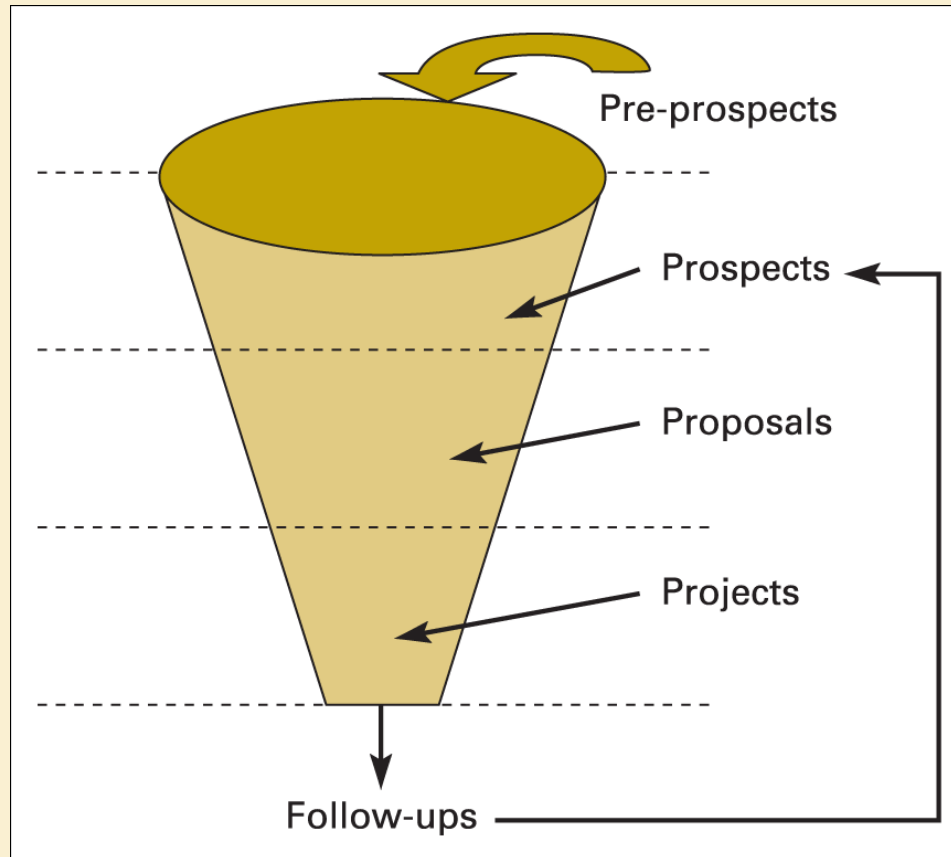


Figure 13.1 The sales funnel

Source: After Miller and Heiman, in Heiman, S.E., et al. (2004) *The New Strategic Selling*, London: Kogan Page.

Chapter 14

Consulting as a career

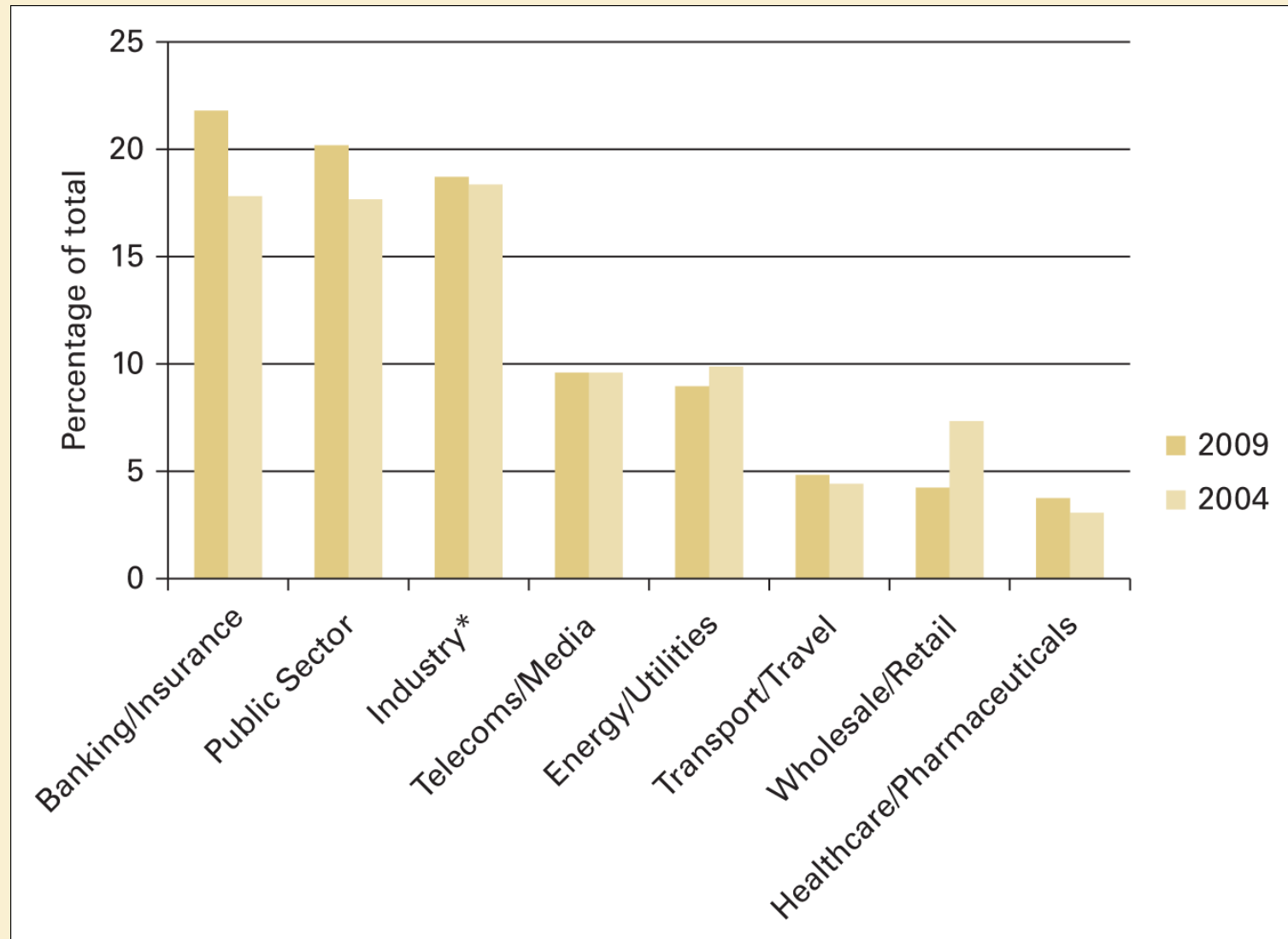


Figure 14.1 The key industry sectors for consulting in Europe, 2009 and 2004

Source: Survey of the European Management Consultancy 2009–10, FEACO & FEACO Survey 2004. *Chemicals, Consumer Goods, Automotive, Aerospace and Defence.